



# 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 E Nicholson, M.D.

Bernard Stewart, D.D.S.

Michael J. Wallace

## BOARD OF DIRECTORS' MEETING

Wednesday, May 13, 2015 – 6:00 P.M.  
Conrad E. Anderson, MD Auditorium

### AGENDA

- |   | <b>PRESENTED BY:</b>   |
|---|--|
| <b>I. CALL TO ORDER &amp; PLEDGE OF ALLEGIANCE</b>  | Patricia Danielson, RHIT<br>Board Member                                 |
| <b>II. ROLL CALL</b>  | Christine Flores<br>Senior Executive Assistant                           |
| <b>III. EDUCATION SESSION:</b>  |  |
| Nursing with Integrity at Washington<br>Hospital – National Nurses Week 2015  | Stephanie Williams<br>Associate Administrator &<br>Chief Nursing Officer |
| <b>IV. CONSIDERATION OF MINUTES</b>   |  |
| April 8, 20, 22, and 28, 2015   | <i>Motion Required</i>   |
| <b>V. COMMUNICATIONS</b>  |  |
| A. Oral   |  |
| B. Written  |  |
| From Peter Lunny, MD, Chief of Staff,<br>dated April 28, 2015 requesting approval<br>of Medical Staff Credentialing Action Items. | <i>Motion Required</i>   |
| <b>VI. INFORMATION</b>  | <b>PRESENTED BY:</b>   |
| A. Service League Report  | Debbie Jackson<br>Service League President                               |

- |    |   |  |
|----|---|--|
| B. | Medical Staff Report  | Peter Lunny, MD<br>Chief of Staff  |
| C. | Hospital Calendar   | Nancy Farber<br>Chief Executive Officer  |
| D. | Construction Report   | Robert Alfieri, Chief of<br>Facilities Services                                  |
| E. | Quality Report<br>Centers for Medicare and Medicaid<br>Services: Value Based Purchasing<br>Program Update | Mary Bowron, DNP, RN, CIC<br>Senior Director of Quality &<br>Resource Management |
| F. | Finance Report  | Chris Henry<br>Chief Financial Officer   |
| G. | Hospital Operations Report  | Nancy Farber<br>Chief Executive Officer  |

**VII. ACTION**

- |    |  |                        |
|----|--|------------------------|
| A. | Consideration of Commendations for<br>Washington Hospital Physicians and Staff for<br>the Bohol, Philippines Medical Mission   | <i>Motion Required</i> |
| B. | Consideration of Building Maintenance<br>Upgrade Project   |                        |
| C. | Consideration of Earthquake Insurance and<br>Owner Protection Professional Liability<br>Insurance  |                        |
| D. | Consideration of Appointment of Committee<br>Member to the Citizens' Bond Oversight<br>Committee   |                        |
| E. | Consideration of Resolution No. 1153,<br>Recognition of Therapy Department now<br>represented by the Engineers and Scientists of<br>California, Local 20, IFPTE, AFL/CIO & CLC |                        |

**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.*

Board Meeting Agenda

May 13, 2015

Page 3

A. Report and discussion regarding California Government Code section 54957: Personnel matters

B. Report involving a trade secret pursuant to Health & Safety Code section 32106

New Program

Estimated date of public disclosure: May 2016

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

Patricia Danielson, RHIT  
Board Member

**X. ADJOURNMENT**

Patricia Danielson, RHIT  
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, April 8, 2015 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:02 p.m. and led those present in the Pledge of Allegiance.

*CALL TO ORDER*

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

*ROLL CALL*

Also present: Nancy Farber, Chief Executive Officer; Peter Lunny, Chief of Medical Staff; Debbie Jackson, Service League President; Christine Nguyen-Flores, Senior Executive Assistant

Guests: Kimberly Hartz, Ed Fayen, Chris Henry, Bryant Welch, Stephanie Williams, Kristin Ferguson, Mary Bowron, John Lee, Albert Brooks, MD, Cindy Noonan, Chris Brown, Gisela Hernandez, Joe Tada, Bill Emberley

Nancy Farber, Chief Executive Officer introduced Carmen Agcaoili, MD. Dr. Agcaoili presented the Philippine Medical Society of Northern California's 29<sup>th</sup> Annual Medical, Dental, Optha & Surgical Mission to Tagbilaran, Bohol, Philippines. This Medical Mission took place from January 19-23, 2015 and had a total of 170 volunteers. Dr. Agcaoili noted that every patient was registered and triaged before seeing a doctor. Dr. Agcaoili went on to share many photos of the mission which included OR Nurses checking instruments and supplies, the unpacking/repacking in the central supply room, the "pill counter" team is busy classifying, counting, and bagging pills, a photo of the 2 in 1 operating rooms, as well as a 20 pound myoma that was removed from a patient. The medical mission also held a CPR Class and a health education class.

*EDUCATION SESSION:  
MEDICATION SAFETY*

Dr. Agcaoili invited Kranthi Achanta, MD, Goney Sandhu, MD, Gina Arguellas, RN, and Kim Sullivan, RN to come up to the podium to share either experiences on this medical mission. Dr. Sandhu noted this mission reminded him of why he went to medical school. Dr. Agcaoili also invited the new incoming President of the Philippine Medical Society of Northern California and Maria DeGuzman, Mission Coordinator to come up to the podium

Dr. Agcaoili went on to share that during the medical mission, there were 66 major surgeries, 124 minor surgeries and 79 ophthalmology surgeries. There were 7,666 patients seen that week which included 2,815 Primary Care/Adult Medicine patients, 1,071 Pediatrics patients, 257 patients for Lab/Glucose Testing, 169 patients for one on one Health Education, 1,782 Dental patients, and 1,303 Optometry patients.

Director Nicholson moved for approval of the minutes of March 11 and 23, 2015.

*APPROVAL OF MINUTES  
OF MARCH 11 AND 23,  
2015*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

There were no oral communications.

*COMMUNICATIONS  
ORAL*

The following written communication received from Peter Lunny, M.D., Chief of Staff, dated March 23, 2015 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS  
WRITTEN*

Appointments:

Cherng, Rae-Pei, MD; Sethi, Rajni, MD; Shoo, Brenda, MD; Strehlow, Anja, MD

Reappointments:

Sethi, Rajni, MD; Shoo, Brenda, MD; Strehlow, Anja, MD

Withdrawal of Application – Applicant

Carcamo-Molina, Dayana

Reappointments:

Ahmadi, Ebrahim, MD; Barash, Muni, MD; Duffy, Patrick, MD; Meceda, Victor, MD; Patel, Neeta, MD; Pipkin, Robert, MD; Reddy, Aruna, MD; Singh, Charan, MD; Tandon, Meena, MD; Tylor, Dale, MD; Whalen, Joelle, PA-C; Zammuto, Joseph, MD; Zasslow, Milford, MD

Conditional Reappointments

Suri, Rajsh, MD

Non-Reappointments

Hacein-Bey, Lofti, MD

Director Nicholson moved for approval of the credentialing action items presented by Dr. Lunny.

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

Debbie Jackson, Service League President presented the Service League Report. Ms. Jackson noted the Disaster List has been updated and distributed; a drill will be conducted in the near future. Ms. Jackson reported the Service League made a donation of \$1,000.00 to the Washington On Wheels program. A meeting for the Service League 60<sup>th</sup> Anniversary was held on March 4<sup>th</sup> and the 60<sup>th</sup> Anniversary celebration will be held on October 13<sup>th</sup> in the Grand White Tent. Ms. Jackson went on to share that the Masquerade Jewelry Sale will be held on May 4-6<sup>th</sup> in the Anderson Auditoriums.

*SERVICE LEAGUE  
REPORT*

Dr. Lunny reported there are 545 Medical Staff members.

*MEDICAL STAFF  
REPORT*

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

*HOSPITAL CALENDAR:  
Community Outreach*

**Past Health Promotions & Outreach Events**

During the month of March, Lucy Hernandez, Community Outreach Coordinator, presented 4 hand hygiene classes for students at Weibel Elementary School in Fremont. Information was provided on proper hand washing and hygiene to prevent infection and the spread of germs; 108 students participated

On Tuesday, March 17th Dr. Michael Parmley, internist, presented "Healthy at All Ages"; 16 people attended

On March 21st Washington Hospital hosted Stroke Awareness Day. This free event screened community members for carotid artery blockage, atrial fibrillation as well as cholesterol, blood sugar and blood pressure screenings. The event was staffed by Dr. Ash Jain, cardiologist, who provided results interpretation along with Washington Hospital personnel. Volunteers from San Jose State School of Nursing and the Washington Hospital Service League also assisted to make this event a success.

There were 70 community members screened. Of those 70, 13 were found to have mild blockages, 3 were found to have Atrial Fibrillation and 25 others were found to be at high risk for stroke based on other risk factors.

On Thursday, April 2nd, as part of the Diabetes Matters Series, Bing Bing Zhang, R.N., presented, "Gastroparesis: When Diabetes Leads to a Lazy Stomach." 15 people attended

On Tuesday, April 7th, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, Doug Van Houten, R.N., and Luanne Sadueste, R.N., presented "Acute Management of Stroke: Chronic Care and Stroke Rehabilitation"

**Upcoming Health Promotions & Community Outreach Events**

On Friday, April 17th, Kitayama Elementary School in Union City will hold a health fair for students, teachers and parents. Washington Hospital nurses and staff from Respiratory Care will provide information on asthma, hand hygiene and offer blood pressure screenings.

On Saturday April 18th from 10 a.m. to 2:00 p.m., Washington Hospital will host the 9th Annual Women's Health Conference. This event will feature topics such as prevention and treatment for gynecologic cancers, healthy joints, and nutritious meals on the go.

Dr. William Dugoni, Medical Director for the Washington Women's Center will provide an update on the Washington Women's Center and Dr. Victoria Leiphart, gynecologist, will moderate the event.

On Tuesday, April 21st from 1:00 to 3:00 p.m., Dr. Bruce Lin, radiologist, will be presenting "Relieving Chronic Pain: Know Your Options."

On Saturday April 25th, from 11 a.m. to 2 p.m., Washington Hospital's Green Team, the City of Fremont, and other local Tri-City organizations will present the "Let's Go Green Together!" event. This free Earth Day education expo will raise environmental awareness and share eco-friendly ideas with people in our District. Attendees are encouraged to learn about recycling and how to save energy.

On Monday, April 27th from 7:00 to 8:30 p.m., Dr. Victoria Leiphart, gynecologist, will be presenting, "Restoring Balance," a four-week stress reduction program.

On Tuesday, April 28th from 6:00 to 8:00 p.m., Michelle Hedding, R.N., Spiritual Care Coordinator, will be presenting "Future Planning and Advance Health Care Directives."

On Friday, May 1st from 3:00 to 5:00 p.m., Dr. John Dearborn, orthopedic surgeon, and Dr. Alexander Sah, orthopedic surgeon, will be presenting "Treatments for Knee Pain."

On Tuesday, May 5th from 6:00 to 8:00 p.m., as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, Doug Van Houten, R.N., and Luanne Sadueste, R.N., will be presenting "Stroke Prevention and Other Disease Processes Healthy Lifestyle; Be Smart and Avoid Stroke."

On Thursday, May 7th from 7:00 to 8:00 p.m., as part of the Diabetes Matters Series, Dr. Kalid Baig, family medicine, will be presenting, "What Do All Those Labs Mean? Understanding and Using Your Results to Improve Diabetes Management."

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

The Washington Hospital Healthcare Foundation's 30th Annual Golf Tournament takes place in just a couple of weeks, on April 27th. Held in memory of long-time Fremont businessman, Gene Angelo Pessagno, the tournament promises a day of great golf and fun surprises. Tournament chair, Lamar Hinton, promises another enjoyable tournament.

*HOSPITAL CALENDAR:  
Washington Hospital  
Foundation Report*

### **The Washington Township Healthcare District Board of Directors Report**

Washington Township Healthcare District Board Members attended the Indo-American Community Federation's Unity Dinner on March 20th. At the Unity Dinner, board members Patricia Danielson and Dr. Jacob Eapen were presented with the Indo-American Community Federation's Leadership Award for their service to the community. Board Members also attended the Alameda County Special Districts Association's annual dinner on March 26th and the Fremont Chamber of Commerce's State of the City address given by Mayor Bill Harrison on March 27th.

*HOSPITAL CALENDAR:  
The Washington Township  
Healthcare District Board  
of Directors Report*

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

During the month of March, 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 Brier Elementary School in Fremont.

The total number of community members receiving healthcare at the Washington On Wheels Clinic during the month of March was 46.

*HOSPITAL CALENDAR:  
Washington On Wheels  
Mobile Health Van*

### **Washington Hospital Employee Association, WHEA**

On Friday, March 13th, the Washington Hospital Employees Association, in collaboration with the American Red Cross hosted a blood drive. There were 21 donors and 19 units of blood were collected.

*HOSPITAL CALENDAR:  
Washington Hospital  
Employee Association,  
WHEA*

The Washington Hospital Employees Association is currently accepting scholarship applications for the 2015 Don Pickinpaugh Memorial Scholarship. This \$2,000 scholarship is available for dependents of Washington Hospital Employees.

### **Internet Marketing**

There were over 59,578 visits to the hospital website in the month of March. The hospital's Physician Finder section was the most viewed webpage with 15,237 page views, followed by the Employment section with 13,188 page views and About WHHS for 8,895 page views. The Volunteers section had 7,995 views and the Women's Health and Pregnancy with 2,718 page views.

*HOSPITAL CALENDAR:  
Internet Report*

### **InHealth - Channel 78**

During the month of March, Washington Hospital's cable channel 78, InHealth, captured new programming including a Diabetes Matters program: "Diabetes and Your Skin", a Health and Wellness Program titled "Healthy at All Ages", and "The Washington Hospital Experience: The Birthing Center." In addition, InHealth aired "Severe Sepsis: Don't Let Infection Take Over Your Body"; a Diabetes Matters program titled "Healthy or Hoax?"; the March Board of Directors' meeting; two Heart Disease Public Service Announcements titled: "The Breakup" and "The Resignation"; and a Stroke Awareness Public Service Announcement: "Body Language."

*HOSPITAL CALENDAR:  
InHealth*

### **Additional Events**

On Saturday, March 21st the Washington Women's Center was recognized during Alameda County's 22nd Annual Women's Hall of Fame for its support in the community. The Washington Women's Center was selected for its efforts to provide comprehensive breast cancer prevention, education, and treatment services. The Washington Women's Center received a \$2,500 contribution in support of the services provided. Washington Hospital celebrated National Doctor's Day on Friday, March 27th by hosting a luncheon for members of the Washington Hospital medical staff in the Anderson Auditorium; approximately 120 physicians attended the event.

*HOSPITAL CALENDAR:  
Additional Events*

### **Employee of the Month**

Central Registration Clerk Tricia Ploscaru is April's Employee of the Month. A member of the Central Registration team, Tricia has been with Washington Hospital for 15 years. She has worked in various departments of the Healthcare System as a registration clerk. Over the last four years, she has worked as a central registration clerk in the Women's Center and Medical Imaging Department, and can also be found supporting the Outpatient Lab. In her spare time, Tricia spends time with her family and outdoors and has been part of numerous international volunteer groups that support missions in different parts of the world.

*HOSPITAL CALENDAR:  
Employee of the Month –  
Tricia Ploscaru*



Nancy Farber, Chief Executive Officer introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented a construction update regarding the parking garage and the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the Building pad excavation, Site excavation – material haul off and Excavation for Foundation footings for the parking garage. Mr. Fayen went on to discuss the Morris Hyman Critical Care Pavilion and shared photos of the shoring system – steel delivery, the shoring system – drilling and installation of steel as well as the site excavation and haul off.

*CONSTRUCTION  
REPORT  
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Infection Prevention Update for Calendar Year 2015. Ms. Bowron shared the reasons why infection prevention should be regulated which included: one-third of health care associated-infections are preventable, Health care associated-infections are among the top ten leading causes of death in the United States, and infections can be reduced by close monitoring, education, awareness and consistent application of evidence-based practice. Washington Hospital's Infection Prevention Committee focuses on prevention and elimination of hospital-wide infections, surveillance of the hospital environment, real-time data-driven reporting and analysis, team approach for identifying opportunities for improvement, and surveillance software to discover clinically meaningful patterns in complex data. Ms. Bowron went on to share the key components of Washington Hospital's Infection Prevention Program.

*QUALITY REPORT  
Quality Dashboard –  
Quarter Ending December  
2014*

Chris Henry, Chief Financial Officer, presented the Finance Report for February 2015. The average daily census was 181.4 with admissions of 987 resulting in 5,078 patient days. Outpatient observation equivalent days were 259. The average length of stay was 4.74 days. The case mix index was 1.396. Deliveries were 139. Surgical cases were 308. Joint Replacement cases were 113. Neurosurgical cases were 17. Cardiac Surgical cases were 14. The Outpatient visits were 7,061 and Emergency visits were 4,407. Total productive FTEs were 1,192. FTEs per adjusted occupied bed were 5.51.

*FINANCE REPORT*

Ms. Farber presented the Hospital Operations Report for March. There were 1,156 patient admissions with an average daily census of 185. This was higher lower than the budget of 1,039 admissions. Preliminary information indicated inpatient revenue for the month of March at approximately \$149,500,000; 57.7% was Medicare and 17.0% was Medi-Cal, for a total of 74.7% in government program revenue. There were 162 deliveries in the Hospital resulting in 343 baby days. There were 407 surgical cases at the Hospital and 662 cases at the Outpatient Surgery Center. The Emergency Room saw 4,867 patients. The clinics saw approximately 4,302 patients. FTEs per Adjusted Occupied Bed were 5.55.

*HOSPITAL OPERATIONS  
REPORT*

In accordance with District Law, Policies and Procedures, Director Nicholson moved for approval of the Medical Executive Committee proposed Nurse Midwife Privilege form.

*APPROVAL OF NURSE  
MIDWIFE PRIVILEGE  
FORM*

Director Wallace seconded the motion.  
Roll call was taken:

Patricia Danielson, RHIT – aye  
Michael Wallace - aye  
William Nicholson, MD - aye

Bernard Stewart, DDS - aye  
Jacob Eapen, MD - aye

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved for approval of the Medical Executive Committee proposed Nurse Practitioner – Surgery Privilege form.

*APPROVAL OF NURSE  
PRACTITIONER –  
SURGERY PRIVILEGE  
FORM*

Director Wallace seconded the motion.  
Roll call was taken:

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

The motion unanimously carried.

In accordance with Health & Safety Code Sections 1461, 1462, and 32106 and Government Code Section 54954.6(h). Director Danielson adjourned the meeting to closed section at 7:57p.m. as the discussion pertained to Hospital trade secrets, human resources matters and risk management.

*ADJOURN TO CLOSED  
SESSION*

Director Danielson reconvened the meeting to open session at 9:03p.m. and reported no action was taken in closed session.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, Director Danielson adjourned the meeting at 9:04p.m.

*ADJOURNMENT*

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Patricia Danielson, RHIT  
President

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Bernard Stewart, DDS  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, April 20, 2015 in the Conrad E. Anderson, MD Auditorium 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:08 p.m. and led those present in the Pledge of Allegiance.

*CALL  
TO  
ORDER*

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

*ROLL  
CALL*

Also present: Kimberly Hartz, Senior Associate Administrator; Ed Fayen, Senior Associate Administrator; Bryant Welch, Associate Administrator; Stephanie Williams, Associate Administrator; Chris Henry, Associate Administrator; Christine Flores, Senior Executive Assistant

There were no oral communications.

*COMMUNICATIONS*

There were no written communications.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h) Director Danielson adjourned the meeting to closed session at 6:09 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

*ADJOURN TO  
CLOSED SESSION*

Director Danielson reconvened the meeting to open session at 8:20 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 the Chief Executive Officer be authorized to enter into the necessary contracts and proceed with the purchase of the hardware, software and implementation services for the Network Core Redundancy for a total amount not to exceed \$221,422.27. This is an approved project in the Fiscal Year 2015 IT Capital Project budget.

*APPROVAL OF  
NETWORK CORE  
REDUNDANCY*

Director Stewart seconded the motion.  
Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved the Chief Executive Officer be authorized to proceed with the purchase of two PACS Cubes Workstations for a total amount not to exceed \$44,454.00. This is an approved item in the Fiscal Year 2015 Capital IT Equipment budget.

*APPROVAL OF PACS  
CUBE  
WORKSTATIONS*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved the Chief Executive Officer be authorized to proceed with the purchase of:

*APPROVAL OF  
STRYKER  
ENDOSCOPY  
EQUIPMENT*

- (1) SDC3 Base System
- (1) HD 3 Chip Camera Control Unit
- (2) HD 3-Chip Camera Head & 18 mm Coupler Kit
- (1) HD 3-Chip Camera Head, C-Mount
- (1) Pneumo Sure XL High Flow Insufflator

for a total amount not to exceed \$70,000.00. This is an approved item in the Fiscal Year 2015 Fixed Asset Capital Budget.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

There being no further business, Director Danielson adjourned the meeting at 8:26 p.m.

*ADJOURNMENT*

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Patricia Danielson, RHIT  
President

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Bernard Stewart, DDS  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, April 22, 2015 in the Conrad E. Anderson, MD Auditorium 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:05 p.m. and led those present in the Pledge of Allegiance.

*CALL  
TO  
ORDER*

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

*ROLL  
CALL*

Also present: Kimberly Hartz, Senior Associate Administrator; Ed Fayen, Senior Associate Administrator; Paul Kozachenko, Christine Flores, Senior Executive Assistant

There were no oral communications.

*COMMUNICATIONS*

There were no written communications.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h) Director Danielson adjourned the meeting to closed session at 6:06 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

*ADJOURN TO  
CLOSED SESSION*

Director Danielson reconvened the meeting to open session at 8:15 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 Danielson adjourned the meeting at 8:16 p.m.

*ADJOURNMENT*

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Patricia Danielson, RHIT  
President

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Bernard Stewart, DDS  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Tuesday, April 28, 2015 in the Boardroom, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 7:40 a.m.

*CALL  
TO  
ORDER*

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

*ROLL  
CALL*

Also present: Peter Lunny, MD; Kranthi Achanta, MD; John Romano, MD; Albert Brooks, MD  
Excused: Jan Henstorf, MD; Stephanie Williams

There were no oral or written communications.

*COMMUNICATIONS*

Director Danielson adjourned the meeting to closed session at 7:40 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 Danielson reconvened the meeting to open session at 9:10 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 adjourned at 9:10 a.m.

*ADJOURNMENT*

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Patricia Danielson, RHIT  
President

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Bernard Stewart, DDS  
Secretary

*W*ith heartfelt recognition and sincere appreciation,

Washington Hospital Healthcare System and the Washington Township Health Care District  
acknowledge and praise Carmencita Agcaoili, MD for her genuine act of humanitarian services offered during the  
Comprehensive Surgical, Medical, Dental, Eye and Health Education Mission conducted in the Province of Bohol,  
Philippines on January 19-23, 2015 that benefited the Province's financially challenged and less privileged constituents.

*W*ith highest regards and accolades, Washington Hospital Healthcare System  
and the Washington Township Health Care District  
proudly present this certificate in honor of

**Carmencita Agcaoili, MD**

*Certificate of Commendation*

Duly bestowed upon Carmencita Agcaoili MD, on this 13<sup>th</sup> day of May, 2015

by Washington Hospital Healthcare System and  
Washington Township Health Care District

Consideration of Commendations for Washington Hospital Physicians and Staff for the Bohol, Philippines Medical Mission:

Carmencita Agcaoili, MD

Kranthi Achanta, MD

Goney Sandhu, MD

Brian Smith, MD

Kadeer Halimi, MD

Janice Majuck, MD

Rhodora Dela Cruz, MD

Apollo Cayabyab, RN

Athena Albino, RN

Claire Johnson, RN

Kim Sullivan, RN

Gina Arguelles, RN

Chary Escudro, RN

Lydia Gapasin, RN

Araceli Simeon, RN

Dan Dublin





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# Memorandum

**DATE:** March 27, 2015

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

**FROM:** Edward Fayen, Sr. Associate Administrator of System Operations  
& Management Support Services

**SUBJECT:** **Building Maintenance Upgrade Project**

The Siemens Building Control System has been installed in increments starting in 1980. As the campus expanded, the system was also expanded. This project will consist of upgrading the 2000 Mowry Avenue campus maintenance system. The system controls HVAC, water, steam and electrical distribution, and allows the programming of the systems for comfort and energy efficiencies. The system's infrastructure will also be updated to allow for a switch from an analog to a digital format, resulting in increased monitoring points and improved speed for the entire system.

This project will standardize the entire monitoring system to the latest version and will allow seamless control of all the buildings on the Hospital campus (2000 Mowry, Central Utility Plant, Emergency Department Modular, Institute for Joint Restoration & Research, Washington West, and 1900 Mowry). The Parking Garage and Morris Hyman Critical Care Pavilion will also be compatible with this system.

The project budget will be:

• Software & Labor	\$158,230
• Internet Infrastructure	\$ 42,000
• Contingency	\$ 17,770
	<hr/>
	<b>\$218,000</b>

The total cost for the upgrade of the maintenance system including hardware, cabling and contingency is \$218,000. This purchase was included in the Fiscal Year 2014-2015 Capital Project Budget.

In accordance with District Law, Policies and Procedures, I request that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of the Seimens Building Control System with the associated hardware, software and implementation services, for a total amount not to exceed **\$218,000**.



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# Memorandum

**DATE:** May 8, 2015

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

**FROM:** Edward Fayen, Sr. Associate Administrator  
System Operations and Management Support Services

**SUBJECT:** Purchase of Earthquake Insurance and Owner Protection Professional Liability Insurance

Historically, WHHS has not purchased earthquake insurance due to its prohibitive procurement expense. In evaluating the insurance coverage for the Morris Hyman Critical Care Pavilion project, the Risk Consulting Group, our consultants for all hospital insurance, recommend that we consider the purchase of earthquake insurance due to the relative affordability of the coverage. For two years of the project, the base isolators (that will be the earthquake structural system for the Hyman Pavilion) will be "locked up" in place so that construction can proceed without incident (i.e., so that cranes and other stationary equipment can be located next to the building to complete construction). In effect, this means that the building will be subject to potential damage in the event of a major earthquake while it is being built (but for which it will be protected after the project is completed). The cost associated with this coverage for the three years of the project is **\$700,000**.

Another nuance to this project is that we had one architectural firm complete construction documents for the Hyman Pavilion and we have a second firm picking up the construction administration. Because this increases the likelihood of disputes and disagreements over the assignment of fault and liability in the event of errors and omissions in the documents, the Risk Management Group is recommending that we carry \$15M of owner protective professional liability to cover all the design professionals on this job. The additional premium on this coverage is **\$500,000**.

We are asking the Board to approve additional insurance premiums for the Hyman Pavilion project of \$1.2M to provide all coverages recommended by the Risk Consulting Group.

In accordance with District Law, Policies and Procedures, I request that the Board of Directors authorize the Chief Executive Officer to sign the appropriate documents to proceed with the purchase of Earthquake and OPPI Insurance for the Phase II Building Project, The Morris Hyman Critical Care Pavilion, and to approve a budget amendment for the construction project in the amount of **\$1,200,000**.



Washington Hospital  
Healthcare System

S I N C E 1 9 4 8

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# Memorandum

**DATE:** April 22, 2015

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

**FROM:** Edward Fayen, Sr. Associate Administrator  
System Operations and Management Support Services

**SUBJECT:** Appointment of Committee Member to the Citizens' Bond Oversight  
Committee

The Independent Citizens Bond Oversight Committee is a committee appointed by the Washington Township Health Care District Board of Directors to oversee the disbursement of the Measure FF and Measure Z bond proceeds.

I am recommending for consideration by the Washington Township Health Care District Board of Directors the appointment of Craig Steckler of Fremont to the Citizens' Bond Oversight Committee.

**RESOLUTION 1153**

The Board of Directors of Washington Township Health Care District, County of Alameda, State of California, do hereby resolve as follows:

Pursuant to District Board Resolution 331A, the hospital now recognizes the following positions within the **Therapy Department – Physical Therapy, Physical Therapy Assistant, Occupational Therapist, Speech Pathologist and Lymphedema Therapist** as being represented by the **Engineers and Scientists of California, Local 20, IFPTE, AFL/CIO & CLC**, hereinafter called **ESC**.

Passed and adopted by the Board of Directors of Washington Township Health Care District this 13<sup>th</sup> day of May, 2015, by the following vote:

AYES:

NOES:

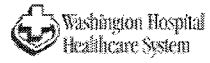
ABSENT:

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Patricia Danielson, RHIT  
President of the Washington Township  
Health Care District Board of Directors

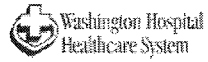
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Bernard Stewart, D.D.S.  
Secretary of the Washington Township  
Health Care District Board of Directors



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

**March 2015**



**WASHINGTON HOSPITAL  
INDEX TO BOARD FINANCIAL STATEMENTS  
March 2015**

<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:** May 8, 2015  
**TO:** Board of Directors  
**FROM:** Nancy Farber  
**SUBJECT:** Washington Hospital – March 2015  
Operating & Financial Activity

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## SUMMARY OF OPERATIONS – (Blue Schedules)

### 1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	<u>March Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	184.7	162.5	156.3
# of Admissions	1,156	1,039	991
Patient Days	5,725	5,039	4,750
Discharge ALOS	4.86	4.85	4.73

<u>OUTPATIENT:</u>	<u>March Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,946	7,827	7,338
ER Visits	4,867	4,336	4,470
Observation Equivalent Days – OP	270	226	260

Comparison of March acute inpatient statistics to those of the budget showed a higher level of admissions and a higher level of patient days. The average length of stay (ALOS) based on discharged days was slightly above 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 51.8 above budget. Total productive FTEs for March were 1,222.4, 42.5 above the budgeted level of 1,179.9. Nonproductive FTEs were 9.3 above budget. Productive FTEs per adjusted occupied bed were 4.97, 0.54 below the budgeted level of 5.51. Total FTEs per adjusted occupied bed were 5.55, 0.58 below the budgeted level of 6.13.

**3. Income - Schedule Board 1**

For the month of March the Hospital realized a gain of \$7,124,000 from operations.

Total Gross Patient Service Revenue of \$199,046,000 for March was 14.9% above budget.

Deductions from Revenue of \$152,830,000 represented 76.78% of Total Gross Patient Service Revenue. This percentage is equal to the budget.

Total Operating Revenue of \$46,402,000 was \$5,798,000 above the budget.

Total Operating Expense in March was \$195,000 (0.5%) above the budgeted amount.

The Total Non-Operating Gain of \$1,188,000 for the month of March includes an unrealized gain on investments of \$147,000 and property tax revenue of \$785,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for March was \$8,312,000, which was \$5,692,000 more than the budgeted gain of \$2,620,000.

The Total Net Gain for March using FASB accounting principles, in which the unrealized gain on investments and property tax revenues are removed from the non-operating income and expense, was \$7,380,000 compared to a budgeted gain of \$1,836,000.

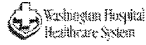


**4. Balance Sheet – Schedule Board 2**

There were no noteworthy changes in assets and liabilities when compared to the February 2015 amounts.

NANCY FARBER  
Chief Executive Officer

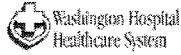
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**WASHINGTON HOSPITAL  
STATEMENT OF REVENUES AND EXPENSES  
March 2015  
GASB FORMAT  
(In thousands)**

MARCH				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
\$ 149,490	\$ 131,522	\$ 17,968	13.7%	<b>1</b>	<b>OPERATING REVENUE</b>			
49,556	41,781	7,775	18.6%	<b>2</b>	INPATIENT REVENUE	\$ 1,105,879	\$ 1,131,968	\$ (26,089) -2.3%
				<b>3</b>	OUTPATIENT REVENUE	414,688	369,584	45,104 12.2%
<b>199,046</b>	<b>173,303</b>	<b>25,743</b>	14.9%	<b>4</b>	<b>TOTAL PATIENT REVENUE</b>	<b>1,520,567</b>	<b>1,501,552</b>	<b>19,015 1.3%</b>
<b>(152,830)</b>	<b>(133,067)</b>	<b>(19,763)</b>	-14.9%	<b>5</b>	<b>CONTRACTUAL ALLOWANCES</b>	<b>(1,173,414)</b>	<b>(1,148,857)</b>	<b>(24,557) -2.1%</b>
<b>76.78%</b>	<b>76.78%</b>			<b>6</b>	<b>CONTRACTUAL AS % OF REVENUE</b>	<b>77.17%</b>	<b>76.51%</b>	
<b>46,216</b>	<b>40,236</b>	<b>5,980</b>	14.9%	<b>7</b>	<b>NET PATIENT REVENUE</b>	<b>347,153</b>	<b>352,695</b>	<b>(5,542) -1.6%</b>
186	368	(182)	-49.5%	<b>8</b>	OTHER OPERATING INCOME	1,900	2,152	(252) -11.7%
<b>46,402</b>	<b>40,604</b>	<b>5,798</b>	14.3%	<b>9</b>	<b>TOTAL OPERATING REVENUE</b>	<b>349,053</b>	<b>354,847</b>	<b>(5,794) -1.6%</b>
				<b>10</b>	<b>OPERATING EXPENSES</b>			
14,839	13,621	(1,218)	-8.9%	<b>11</b>	SALARIES & WAGES	125,172	123,163	(2,009) -1.6%
6,067	5,651	(416)	-7.4%	<b>12</b>	EMPLOYEE BENEFITS	48,811	52,662	3,851 7.3%
4,986	4,263	(723)	-17.0%	<b>13</b>	SUPPLIES	37,313	37,416	103 0.3%
4,635	4,933	298	6.0%	<b>14</b>	PURCHASED SERVICES & PROF FEES	43,552	43,970	418 1.0%
1,240	1,332	92	6.9%	<b>15</b>	INSURANCE, UTILITIES & OTHER	11,442	11,945	503 4.2%
3,943	5,616	1,673	29.8%	<b>16</b>	PROVISION FOR DOUBTFUL ACCOUNTS	31,813	48,695	16,882 34.7%
2,689	2,843	154	5.4%	<b>17</b>	DEPRECIATION	24,817	25,048	231 0.9%
879	824	(55)	-6.7%	<b>18</b>	INTEREST EXPENSE	8,110	7,865	(245) -3.1%
<b>39,278</b>	<b>39,083</b>	<b>(195)</b>	-0.5%	<b>19</b>	<b>TOTAL OPERATING EXPENSE</b>	<b>331,030</b>	<b>350,764</b>	<b>19,734 5.6%</b>
<b>7,124</b>	<b>1,521</b>	<b>5,603</b>	368.4%	<b>20</b>	<b>OPERATING INCOME (LOSS)</b>	<b>18,023</b>	<b>4,083</b>	<b>13,940 341.4%</b>
<b>15.35%</b>	<b>3.75%</b>			<b>21</b>	<b>OPERATING INCOME MARGIN %</b>	<b>5.16%</b>	<b>1.15%</b>	
215	230	(15)	-6.5%	<b>22</b>	<b>NON-OPERATING INCOME &amp; (EXPENSE)</b>			
(13)	0	(13)	0.0%	<b>23</b>	INVESTMENT INCOME	1,998	1,994	4 0.2%
54	85	(31)	-36.5%	<b>23</b>	REALIZED GAIN/(LOSS) ON INVESTMENTS	(71)	0	(71) 0.0%
785	784	1	0.1%	<b>24</b>	RENTAL INCOME, NET	536	737	(201) -27.3%
147	0	147	0.0%	<b>25</b>	PROPERTY TAX REVENUE	7,582	7,577	5 0.1%
<b>1,188</b>	<b>1,099</b>	<b>89</b>	8.1%	<b>26</b>	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(392)	0	(392) 0.0%
<b>\$ 8,312</b>	<b>\$ 2,620</b>	<b>\$ 5,692</b>	217.3%	<b>27</b>	<b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>	<b>9,653</b>	<b>10,308</b>	<b>(655) -6.4%</b>
<b>17.91%</b>	<b>6.45%</b>			<b>28</b>	<b>NET INCOME (LOSS)</b>	<b>\$ 27,676</b>	<b>\$ 14,391</b>	<b>\$ 13,285 92.3%</b>
				<b>29</b>	<b>NET INCOME MARGIN %</b>	<b>7.93%</b>	<b>4.06%</b>	
<b>\$ 7,380</b>	<b>\$ 1,836</b>	<b>\$ 5,544</b>	302.0%	<b>30</b>	<b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b>	<b>\$ 20,486</b>	<b>\$ 6,814</b>	<b>\$ 13,672 200.6%</b>
<b>15.90%</b>	<b>4.52%</b>				<b>NET INCOME MARGIN %</b>	<b>5.87%</b>	<b>1.92%</b>	

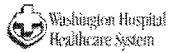
\*\*NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



**WASHINGTON HOSPITAL**  
**BALANCE SHEET**  
 March 2015  
*(In thousands)*

SCHEDULE BOARD 2

<b>ASSETS AND DEFERRED OUTFLOWS</b>			<b>MARCH 2015</b>	<b>AUDITED JUNE 2014</b>	<b>LIABILITIES, NET POSITION AND DEFERRED INFLOWS</b>			<b>MARCH 2015</b>	<b>AUDITED JUNE 2014</b>		
<b>CURRENT ASSETS</b>					<b>CURRENT LIABILITIES</b>						
1	CASH & CASH EQUIVALENTS	\$	19,979	\$	13,995	1	CURRENT MATURITIES OF L/T OBLIG	\$	5,995	\$	10,010
2	ACCOUNTS REC NET OF ALLOWANCES		61,503		50,447	2	ACCOUNTS PAYABLE		16,059		20,804
3	OTHER CURRENT ASSETS		10,248		8,189	3	OTHER ACCRUED LIABILITIES		49,456		40,982
4	TOTAL CURRENT ASSETS		<u>91,730</u>		<u>72,631</u>	4	INTEREST		<u>4,526</u>		<u>10,119</u>
						5	TOTAL CURRENT LIABILITIES		<u>76,036</u>		<u>81,915</u>
<b>ASSETS LIMITED AS TO USE</b>					<b>LONG-TERM DEBT OBLIGATIONS</b>						
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		174,079		165,678	6	REVENUE BONDS AND OTHER		208,612		213,386
7	GENERAL OBLIGATION BOND FUNDS		132,110		136,916	7	GENERAL OBLIGATION BONDS		197,413		198,703
8	REVENUE BOND FUNDS		10,390		10,388	<b>OTHER LIABILITIES</b>					
9	BOND DEBT SERVICE FUNDS		6,525		26,248	10	NET PENSION LIABILITY		43,226		71,400
10	OTHER ASSETS LIMITED AS TO USE		15,098		15,030	11	WORKERS' COMP		9,132		8,418
11	TOTAL ASSETS LIMITED AS TO USE		<u>338,202</u>		<u>354,260</u>	12	SUPPLEMENTAL MEDICAL RETIREMENT		36,620		34,466
13	OTHER ASSETS		121,221		113,193	14	NET POSITION		368,249		340,573
14	NET PROPERTY, PLANT & EQUIPMENT		399,834		401,352	15	TOTAL LIABILITIES AND NET POSITION	\$	<u>939,288</u>	\$	<u>948,861</u>
15	TOTAL ASSETS	\$	<u>950,987</u>	\$	<u>941,436</u>	16	DEFERRED INFLOWS		15,474		15,978
16	DEFERRED OUTFLOWS		3,775		23,403	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$	<u>954,762</u>	\$	<u>964,839</u>
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$	<u>954,762</u>	\$	<u>964,839</u>						



**WASHINGTON HOSPITAL  
OPERATING INDICATORS**  
March 2015

12 MONTH AVERAGE	MARCH						YEAR TO DATE					
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		
156.3	184.7	162.5	22.2	14%	1							
8.5	8.7	7.3	1.4	19%	2	ADULT & PEDS AVERAGE DAILY CENSUS	157.8	160.1	(2.3)	-1%		
10.7	11.1	10.5	0.6	6%	3	OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.7	7.1	1.6	23%		
175.5	204.5	180.3	24.2	13%	4	NURSERY AVERAGE DAILY CENSUS	10.9	10.0	0.9	9%		
						TOTAL	177.4	177.2	0.2	0%		
4,750	5,725	5,039	686	14%	5	ADULT & PEDS PATIENT DAYS	43,244	43,859	(615)	-1%		
991	1,156	1,039	117	11%	6	ADMISSIONS-ADULTS & PEDS	9,132	9,082	50	1%		
4.73	4.86	4.85	0.01	0%	7	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.70	4.83	(0.13)	-3%		
1.479	1.539	1.505	0.034	2%	8	<b>OTHER KEY UTILIZATION STATISTICS</b>						
						OVERALL CASE MIX INDEX (CMI)	1.450	1.507	(0.057)	-4%		
113	141	116	25	22%	9	SURGICAL CASES						
24	23	29	(6)	-21%	10	JOINT REPLACEMENT CASES	1,025	1,010	15	1%		
11	12	9	3	33%	11	NEURO SURGICAL CASES	218	235	(17)	-7%		
46	37	80	(43)	-54%	12	CARDIAC SURGICAL CASES	100	84	16	19%		
345	407	354	53	15%	13	MINIMALLY INVASIVE CASES	351	561	(210)	-37%		
625	852	615	237	39%	14	TOTAL CASES	3,144	3,100	44	1%		
152	162	154	8	5%	15	TOTAL CATH LAB PROCEDURES	5,774	5,243	531	10%		
7,338	7,946	7,827	119	2%	16	DELIVERIES	1,408	1,317	91	7%		
4,470	4,867	4,336	531	12%	17	OUTPATIENT VISITS	65,883	68,033	(2,150)	-3%		
						EMERGENCY VISITS	40,906	38,380	2,526	7%		
1,167.4	1,222.4	1,179.9	(42.5)	-4%	18	<b>LABOR INDICATORS</b>						
180.5	141.6	132.3	(9.3)	-7%	19	PRODUCTIVE FTE'S	1,155.9	1,172.1	16.2	1%		
1,347.9	1,364.0	1,312.2	(51.8)	-4%	20	NON PRODUCTIVE FTE'S	179.2	170.3	(8.9)	-5%		
5.48	4.97	5.51	0.54	10%	21	TOTAL FTE'S	1,335.1	1,342.4	7.3	1%		
6.33	5.55	6.13	0.58	9%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.33	5.52	0.19	3%		
						TOTAL FTE/ADJ. OCCUPIED BED	6.15	6.32	0.17	3%		