

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 9, 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 6:00 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: William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS; Jacob Eapen, MD; Michael Wallace
Absent:

ROLL CALL

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

Guests: Ed Fayen, Chris Henry, Tina Nunez, Stephanie Williams, Paul Kozachenko, Mary Bowron, Brenda Brennan, Angus Cochran, Debbie Feary, Kristin Ferguson, Dr. Kadeer Halimi, Gisela Hernandez, Michelle Hudson, Dr. Shakir Hyder, Dr. Kel Kanady, Prasad Kilaru, Dr. Bettina Kurkjian, Nick Legge, Dan Nardoni, Donald Pipkin, Marcus Watkins, Falisa Fullard, 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: May 12, May 17, May 24, and May 26, 2021
- B. Turbett Surgical Instrument Pods

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

Roll call was taken:

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

The motion unanimously carried.

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There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Kimberly Hartz, CEO, introduced Chris Henry, Chief Financial Officer and Erica Luna, Assistant Chief Financial Officer who then presented the Budget Estimate for Fiscal Year 2021-2022. Mr. Henry began with a description of the current environment following fifteen months of the COVID-19 pandemic stating that the focus going forward would be on recovery and the return to normal operations, whatever the "new normal" may be. He noted the early responses of the federal government to the pandemic were very supportive of hospital, citing CARES Act funding and Payroll Protection Program loans/grants, but pointed out that subsequent federal efforts have been bogged down in politics and bureaucratic confusion. He reported that Washington Hospital's total unrecovered cost from government payor reimbursement is projected to be \$158,835,000. Mr. Henry also commented on the supportive response from the State of California such as personal protective equipment (PPE), COVID vaccines, and regulatory relief, but noted that California is also experiencing its own level of confusion, added documentation complexity and actions that are contrary to supporting hospitals that are still reeling from the effects of the pandemic. Alameda County has also been very supportive during the pandemic, distributing PPE and COVID vaccines in addition to disseminating critical information throughout the pandemic, including direct access to the County Health Officer.

*PRESENTATION:
BUDGET ESTIMATE FY
2021-2022*

Mr. Henry talked about the impacts of COVID-19 on Washington Hospital which include unprecedented reductions in revenues, consumer anxiety about accessing hospital services, and increases in costs. He noted that we continue to meet all our bond covenants. Mr. Henry spoke on key strategic map initiatives and the development and implementation of growth strategies and marketing strategies for targeted service lines: Cardiac Services, Oncology, Maternal Child Health, Neurosciences, and Orthopedics.

The FY 2021-2022 budget provides for

- Total Operating and Non-Operating Revenue of \$505.3 Million
- Funding of Capital Spending Requests of \$19.4 Million
- Funding of Retirement Plan and Post-Retirement Healthcare Benefits of \$9.6 Million
- Revenue Bond Debt Service of \$17.0 Million
- Property Tax Revenue of \$17.3 Million for General Obligation Bond Debt Service
- Net Income Targets:
 - Hospital Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA) of \$47.6 Million
 - Hospital Operating Income of \$269,000
 - Hospital Total Net Income of \$2.1 Million
- Funding of \$22.7 Million in Support of Affiliate Operations

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- Compliance with All Bond Requirements

Ms. Luna reviewed the FY 2021-2022 provisions as outlined in the budget, the Key Budget Assumptions, and Income Statement, and showed comparison of Projected 2021 and Budgeted 2022 for Admissions, Admission by Payor, Patient Days, Average Daily Census, Average Length of Stay, Outpatient Observation Days, Deliveries, Total Surgical Cases, Total Cath Lab Cases, Emergency Room Visits, and Outpatient Visits. She reviewed Productivity Indicators, Patient Service Revenue, and Operating Expense Summary.

Ms. Luna reviewed the BITDA numbers and summarized the non-operating income and expense. She reviewed the capital spending and provided detail for facility and IT projects and Capital Requests for equipment.

In accordance with District law, policies, and procedures, Director Wallace moved for adoption of Resolution No. 1228, which is the Budget Estimate for Fiscal Year 2021-2022. This Resolution provides for the necessary funds required for the operation of the District and for the continued support of the Washington Township Hospital Development Corporation in its operations to promote the charitable and community service mission of the District.

*RESOLUTION #1228:
BUDGET ESTIMATE FY
2021-2022*

Director Eapen seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

Dr. Prasad Kilaru reported there are 585 Medical Staff members including 350 active members and 96 ambulatory members. The Quarterly Medical Staff meeting was held on June 8th and had a large turnout. At the meeting, Dr. Achanta spoke on Utilization Management and the desire to reduce Length of Stay. Dr. Kilaru's term ends July 1st with Dr. Shakir Hyder succeeding him as Chief of Staff. The Medical Staff Dinner Dance is scheduled for August 7th at Barone's in Pleasanton.

*MEDICAL STAFF
REPORT*

On behalf of the Board of Directors, Director Nicholson thanked Dr. Kilaru for his great leadership in his term as Chief of Staff.

Ms. Debbie Feary, Service League President reported 41 members of the Service League volunteered 652 hours over the past month. Volunteers have returned to several pre-existing assignments and have been warmly received by the nurses, physicians, and clinical staff.

*SERVICE LEAGUE
REPORT*

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Kimberly Hartz introduced Michelle Hudson, MPA, Senior Director of Operations and Administrative Services, Washington Township Medical Foundation (WTMF), who began her presentation with a review of the Lean Principles. She talked about the challenges the team faced in the development of a Vaccine Clinic, such as the need for rapid and widespread vaccination effort, an uncertain vaccine supply, rigorous vaccine handling requirements, multiple vaccine manufacturers, and physical distancing requirements. The greatest challenge was balancing no-shows, walk-ins, and wait-listing in order to have NO WASTE of vaccines. Ms. Hudson described their planning phase and the development of processes for check-in, vaccination, check-out, and observation and encompassing scheduling, vaccine clinic roles, clinic flow, and patient flow. Standard work was developed and included transparency and accountability. By the end of May, 10,721 vaccines were given by WTMF. The Board of Directors expressed great appreciation to Ms. Hudson and her team for their work in providing this service to the community.

*LEAN REPORT:
COVID-19 VACCINE
CLINIC LEAN JOURNEY*

Kimberly Hartz introduced Dr. Kadeer Halimi, Medical Director and Section Chair, Department of Emergency Medicine. Dr. Halimi began with a review of the structure and services in the Emergency Department. He talked about the impact COVID-19 had on the Emergency Department during the past year and noted there has been a gradual increase in ED visits since April 2020, although the volume has not returned to pre-COVID volume.

*QUALITY REPORT:
EMERGENCY
DEPARTMENT ANNUAL
REPORT 2020*

Dr. Halimi noted that the ED is still below the goal of 3% for patients who left without being seen (LWBS) and reviewed the statistics for behavioral health patients and the homeless that come through the ED. He stated that the Emergency Department is catheter-free and has decreased the trend of foley catheter use over the past calendar year. It was noted that Washington Hospital is one of two SART programs in Alameda County. Washington Hospital was selected as one of three pilot sites for a research study with UC Berkeley to implement electronic domestic violence report form to increase referrals for advocacy and was recognized as a key participant in a paper published in the fall of 2020. Dr. Halimi talked about the Patient Experience and the Emergency Department's focus on maintaining family connection by use of iPads, Language Line.

Next steps expanding community awareness and engagement, continuing to meet a high standard of quality and patient safety, and strengthening the capabilities to drive future success.

Chris Henry, Vice President & Chief Financial Officer, presented the Finance Report for April 2021. The average daily census was 140.3 with admissions of 771 resulting in 4,208 patient days. Outpatient observation equivalent days were 248. The average length of stay was 5.92 days. The case mix index was 1.668. Deliveries were 121. Surgical cases were 380. Joint Replacement cases were 160. Neurosurgical cases were 22. Cardiac Surgical cases were 13. The Outpatient visits were 7,397; Emergency visits were 3,693. Total productive FTEs were 1,278.7. FTEs per adjusted occupied bed were 6.28.

FINANCE REPORT

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Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for May 2021. Preliminary information for the month indicated total gross revenue at approximately \$170,683,000. The Average Length of Stay was 5.11. The Average Daily Census was 130.4. It was noted that COVID-19 patients have a significantly higher than average acuity and length of stay at 9.5 days. Of the 22 COVID-19 discharges in the month, the average length of stays was 7.1 days with one patient staying longer than 30 days. Still in house at the end of May were five patients with length of stays of over 30 days including one patient with a length of stay of 121 days and counting. There were 4,042 patient days. There were 343 Surgical Cases and 298 Cath Lab procedures at the Hospital. Deliveries were 119. Non-Emergency Outpatient visits were 7,464. Emergency Room visits were 3,812. Total Government Sponsored Preliminary Payor Mix was 74.1%, against the budget of 71.3%. Total FTEs per Adjusted Occupied Bed were 6.40. The Washington Outpatient Surgery Center had 501 cases and the clinics had approximately 15,738 visits.

*HOSPITAL
OPERATIONS REPORT*

- Thursday, May 13th: “Celebration of Life” via Zoom. Co-sponsored by Washington Hospital, HERS Breast Cancer Foundation, UCSF-Washington Cancer Center, the American Cancer Society, and the Tri-City Voice
- Tuesday, May 25th: Lucy Hernandez presented the “2020 Community Health Needs Assessment” to the Promotores de Salud of Newark (health advocates who work in Spanish-speaking communities).
- Tuesday, May 25th and Wednesday, May 26th: Washington Township Medical Foundation coordinated and staff COVID vaccine clinics at Newark Junior High School and Newark Memorial High School.
- Scheduled for Wednesday, June 16th: “Breathe Easier with Pulmonary Rehab” on Facebook Live and YouTube
- Scheduled for Thursday, June 17th: “Every Body is Beautiful” on Zoom
- Scheduled for Wednesday, June 30th: “Fun Fresh Summer Cooking Demonstration” on Facebook Live and YouTube
- Nikita Patel, Staff Nurse II on 5-West is the May Employee of the Month.

ANNOUNCEMENTS

There being no further business, Director Nicholson adjourned the meeting at 8:45 pm.

ADJOURNMENT

DocuSigned by:
William Nicholson
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William F. Nicholson, M.D.
President

DocuSigned by:
Michael Wallace
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Michael J. Wallace
Secretary