



Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 • (510) 797-1111

Nancy Farber, Chief Executive Officer

Board of Directors

Patricia Danielson, RHIT

Jacob Eapen, M.D.

William F. Nicholson, M.D.

Bernard Stewart, D.D.S.

Michael J. Wallace

BOARD OF DIRECTORS' MEETING

Wednesday, January 11, 2017 – 6:00 P.M.

Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|---|---|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | Williams Nicholson, MD
Board Member |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. EDUCATION SESSION:
UCSF Palliative Care Program | Steven Pantilat, MD, MHM, FAAHPM
Medical Director, Palliative Care |
| IV. CONSIDERATION OF MINUTES
December 14 and 19, 2016 | <i>Motion Required</i> |
| VIII. COMMUNICATIONS | |
| A. Oral | |
| B. Written
From Kranthi Achanta, MD Chief of Staff, dated December 27, 2017 requesting approval of Medical Staff Credentialing Action Items.

First Reading of Ordinance Number 17-01 Approving a Formal Agreement for the Private Sale of the Washington Township Health Care District Revenue Bonds, 2017 Series A | <i>Motion Required</i> |
| IX. INFORMATION | PRESENTED BY: |
| A. Service League Report | Debbie Jackson
Service League |

- B. Medical Staff Report
Kranthi Achanta, MD
Chief of Staff
- C. Hospital Calendar
Ed Fayen
Senior Associate Administrator
- D. Construction Report
Ed Fayen
Senior Associate Administrator
- E. Quality Report:
Surgical Site Infection Prevention
Mary Bowron, DNP, RN, CIC
Senior Director of Quality & Resource
Management
- F. Finance Report
Chris Henry
Senior Associate Administrator and
Chief Financial Officer
- G. Hospital Operations Report
Ed Fayen
Senior Associate Administrator

X. ACTION

- A. Data Loss Prevention
- B. Tissue TrackCore

Motion Required

XI. ADJOURN TO CLOSED SESSION

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

- A. Report and discussion regarding California Government Code section 54957:
Personnel matters
- B. Conference regarding medical audit reports, quality assurance reports and privileging pursuant to Health & Safety Code Section 32155.
- C. Report involving a trade secret pursuant to Health & Safety Code section 32106
New Program
Estimated date of public disclosure:
December 2017

XII RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

William Nicholson, MD
Board Member

XIII. ADJOURNMENT

William Nicholson, MD
Board Member

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, Elizabeth, 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

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, December 19, 2016 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:03 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior Associate Administrator; Ed Fayen, Senior Associate Administrator; Chris Henry, Associate Administrator; Stephanie Williams, Associate Administrator; Tina Nunez, Associate Administrator; Bryant Welch, Associate Administrator; Paul Kozachenko, Legal; Dee Antonio, District Clerk.

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to Hospital trade secrets.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 7:25 p.m. and reported no reportable action was taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

Director Stewart read Resolution No. 1177, Resolution and Order of the Board of Directors of Washington Township Health Care District authorizing the Chief Executive Officer to take action regarding the acquisition of Real Property.

CONSIDERATION OF RESOLUTION NO. 1177, RESOLUTION OF THE BOARD OF DIRECTORS OF WASHINGTON TOWNSHIP HEALTH CARE DISTRICT TO AUTHORIZE THE CHIEF EXECUTIVE OFFICER TO TAKE ACTION REGARDING ACQUISITION OF REAL PROPERTY

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved for the denial of a claim presented on November 9, 2016 on behalf of Angelie Gelido and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6.

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved for the denial of a claim presented on November 17, 2016 on behalf of Peter Bloch and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6.

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

There being no further business, Director Nicholson adjourned the meeting at 8:20 p.m. *ADJOURNMENT*

William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary



Memorandum

DATE: December 19, 2016

TO: Nancy Farber, Chief Executive Officer

FROM: Ed Fayen, Senior Associate Administrator
John Lee, Chief Information Officer

SUBJECT: Data Loss Prevention

Installing Digital Guardian Data Loss Prevention (DLP) security virtual appliances on the WHHS perimeter network will allow for the monitoring and prevention of Patient Health Information (PHI) leaving the organization. The DLP solution will monitor data leaving the WHHS network and evaluate whether any of the data contains PHI. If it does contain PHI, then it will evaluate whether that data is encrypted correctly or not. Through a “proof of concept” setup we have already utilized this tool successfully to identify outbound emails that are not encrypted and contain PHI. This has enabled us to quickly investigate and remedy an individual issue promptly. The Digital Guardian DLP solution has already proven to be useful and valuable.

It is critical to our patients that we do everything possible to maintain the privacy of their data. Data being sent out of the network that shouldn't be or without encryption can result in direct monetary loss, but also a violation of regulatory laws such as the Health Information Portability and Accountability Act (HIPAA). Hefty fines are sometimes levied for data protection violations. In addition, sometimes these issues are only discovered a long time after the actual breach has occurred. With the DLP devices in place, we have a much better chance to intervene in any data sharing that is not appropriate per these laws.

The Data Loss Prevention solution is expected to take two months to implement.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the software and professional services for a total amount not to exceed **\$122,159**. These monies are not included in the Fiscal Year 2017 Capital Budget.



Memorandum

DATE: December 19, 2016

TO: Nancy Farber, Chief Executive Officer

FROM: Ed Fayen, Senior Associate Administrator
John Lee, Chief Information Officer

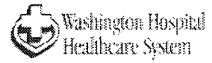
SUBJECT: Tissue TrackCore

Regulatory and accreditation requirements for comprehensive tissue tracking and management are rigorous. To date, WHHS protocols around tracking biologic items such as ligaments, skin and bone as well as implants and hardware have been handled through individual department based manual tracking systems. As a result of our recent Joint Commission mock survey, it was strongly recommended that these independent and largely manual processes be centrally managed via an appropriate software solution.

Research by our Information Services department in conjunction with participants from Lab, Cath Lab, the Wound Center and the Operating Room has led to the recommendation of adopting the Tissue TrackCore solution from TrackCore, Inc. Tissue TrackCore is utilized by our partners at UCSF and is largely regarded as the best in class solution for tissue management. Our recommendation is to purchase the software and services needed to implement this centralized tissue tracking solution. Tissue TrackCore is a comprehensive solution that can later include Radio-Frequency Identification (RFID), tissue refrigeration and freezer cabinets and other options such as same day implant billing. After the initial implementation of the Tissue TrackCore base software components, we will consider requesting additional funding to add some of these features in the future.

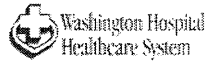
The Tissue TrackCore solution is expected to take five months to implement. In addition, it does integrate with Epic and with the National Recall Alert Center.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the software and professional services for a total amount not to exceed **\$125,691**. These monies are not included in the Fiscal Year 2017 Capital Budget.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

November 2016



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
November 2016**

<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: January 6, 2017
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – November 2016
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	November <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
Average Daily Census	145.3	150.2	154.4
# of Admissions	950	943	1,001
Patient Days	4,358	4,506	4,708
Discharge ALOS	4.58	4.78	4.65

<u>OUTPATIENT:</u>	November <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
OP Visits	6,833	7,050	6,967
ER Visits	4,212	4,130	4,416
Observation Equivalent Days – OP	232	209	250

Comparison of November acute inpatient statistics to those of the budget showed a higher level of admissions and a lower level of patient days. The average length of stay (ALOS) based on discharged days was below budget. Outpatient visits were lower than budget. Emergency Room visits were above budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 12.5 above budget. Total productive FTEs for November were 1,234.1, 27.5 above the budgeted level of 1,206.6. Nonproductive FTEs were 15.0 below budget. Productive FTEs per adjusted occupied bed were 6.06, 0.11 above the budgeted level of 5.95. Total FTEs per adjusted occupied bed were 6.87, 0.05 above the budgeted level of 6.82.

3. Income - Schedule Board 1

For the month of November the Hospital realized a gain of \$1,917,000 from operations.

Total Gross Patient Service Revenue of \$158,640,000 for November was 1.6% below budget.

Deductions from Revenue of \$119,592,000 represented 75.39% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 76.54%.

Total Operating Revenue of \$39,641,000 was \$1,212,000 (3.2%) above the budget.

Total Operating Expense of \$37,724,000 was \$360,000 (0.9%) below the budgeted amount.

The Total Non-Operating Loss of \$9,000 for the month of November includes an unrealized loss on investments of \$1,603,000 and property tax revenue of \$1,344,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for November was \$1,908,000, which was \$119,000 less than the budgeted gain of \$2,027,000.

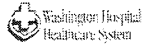
The Total Net Gain for November using FASB accounting principles, in which the unrealized loss on investments and property tax revenues are removed from the non-operating income and expense, was \$2,167,000 compared to a budgeted gain of \$632,000.

4. Balance Sheet – Schedule Board 2

There were no noteworthy changes in assets and liabilities when compared to October 2016.

NANCY FARBER
Chief Executive Officer

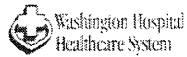
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WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 November 2016
GASB FORMAT
 (In thousands)

NOVEMBER				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 113,271	\$ 119,350	\$ (6,079)	-5.1%	2	\$ 571,824	\$ 622,086	\$ (50,262)	-8.1%
45,369	41,908	3,461	8.3%	3	231,974	219,515	12,459	5.7%
				4	803,798	841,601	(37,803)	-4.5%
158,640	161,258	(2,618)	-1.6%	5	(618,534)	(643,083)	24,549	3.8%
(119,592)	(123,420)	3,828	3.1%	6	76.95%	76.41%		
75.39%	76.54%			7	185,264	198,518	(13,254)	-6.7%
39,048	37,838	1,210	3.2%	8	3,116	2,189	927	42.3%
593	591	2	0.3%	9	188,380	200,707	(12,327)	-6.1%
39,641	38,429	1,212	3.2%	10	OPERATING EXPENSES			
15,133	14,834	(299)	-2.0%	11	75,354	76,485	1,131	1.5%
5,039	5,317	278	5.2%	12	27,674	28,680	1,006	3.5%
4,220	4,314	94	2.2%	13	21,423	22,588	1,165	5.2%
4,453	5,294	841	15.9%	14	24,379	25,723	1,344	5.2%
1,294	1,431	137	9.6%	15	7,094	7,453	359	4.8%
3,985	3,238	(747)	-23.1%	16	17,031	16,922	(109)	-0.6%
2,854	2,854	0	0.0%	17	14,149	14,149	0	0.0%
746	802	56	7.0%	18	3,746	4,034	288	7.1%
37,724	38,084	360	0.9%	19	190,850	196,034	5,184	2.6%
1,917	345	1,572	455.7%	20	(2,470)	4,673	(7,143)	-152.9%
4.84%	0.90%			21	-1.31%	2.33%		
				22	NON-OPERATING INCOME & (EXPENSE)			
221	224	(3)	-1.3%	23	1,257	1,108	149	13.4%
(3)	0	(3)	0.0%	24	115	0	115	0.0%
32	63	(31)	-49.2%	25	268	312	(44)	-14.1%
1,344	1,395	(51)	-3.7%	26	6,740	6,834	(94)	-1.4%
(1,603)	0	(1,603)	0.0%	27	(2,936)	0	(2,936)	0.0%
(9)	1,682	(1,691)	-100.5%	28	5,444	8,254	(2,810)	-34.0%
\$ 1,908	\$ 2,027	\$ (119)	-5.9%	29	\$ 2,974	\$ 12,927	\$ (9,953)	-77.0%
4.81%	5.27%			30	1.58%	6.44%		
\$ 2,167	\$ 632	\$ 1,535	242.9%	31	\$ (830)	\$ 6,093	\$ (6,923)	-113.6%
5.47%	1.64%				-0.44%	3.04%		

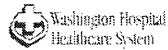
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



WASHINGTON HOSPITAL
BALANCE SHEET
 November 2016
(In thousands)

SCHEDULE BOARD 2

	NOVEMBER 2016	AUDITED JUNE 2016		NOVEMBER 2016	AUDITED JUNE 2016
ASSETS AND DEFERRED OUTFLOWS			LIABILITIES, NET POSITION AND DEFERRED INFLOWS		
CURRENT ASSETS			CURRENT LIABILITIES		
1	\$ 54,789	\$ 38,459	1	\$ 6,449	\$ 5,056
2	60,634	62,580	2	36,221	42,079
3	11,378	8,018	3	50,800	57,095
4	<u>126,801</u>	<u>109,057</u>	4	9,539	11,321
			5	<u>103,009</u>	<u>115,551</u>
ASSETS LIMITED AS TO USE			LONG-TERM DEBT OBLIGATIONS		
6	186,066	187,431	6	198,639	204,019
7	138,101	184,470	7	341,112	342,546
8	10,399	10,441			
9	8,553	25,041	OTHER LIABILITIES		
10	15,364	15,591	10	58,887	52,960
11	<u>358,483</u>	<u>422,974</u>	11	9,376	9,057
			12	40,118	38,791
13	146,159	139,895			
14	538,297	505,967	14	428,390	425,416
15	<u>\$ 1,169,740</u>	<u>\$ 1,177,893</u>	15	<u>\$ 1,179,531</u>	<u>\$ 1,188,340</u>
16	23,308	27,061	16	13,517	16,614
17	<u>\$ 1,193,048</u>	<u>\$ 1,204,954</u>	17	<u>\$ 1,193,048</u>	<u>\$ 1,204,954</u>



**WASHINGTON HOSPITAL
OPERATING INDICATORS
November 2016**

12 MONTH AVERAGE	NOVEMBER						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
	<u>PATIENTS IN HOSPITAL</u>									
154.4	145.3	150.2	(4.9)	-3%	1	ADULT & PEDS AVERAGE DAILY CENSUS	143.5	152.7	(9.2)	-6%
8.2	7.7	7.0	0.7	10%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.7	6.8	1.9	28%
10.9	10.2	10.3	(0.1)	-1%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	10.6	10.8	(0.2)	-2%
173.5	163.2	167.5	(4.3)	-3%	4	TOTAL	162.8	170.3	(7.5)	-4%
4.1	2.5	3.7	(1.2)	-32%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.1	3.9	0.2	5%
4,708	4,358	4,506	(148)	-3%	6	ADULT & PEDS PATIENT DAYS	21,956	23,359	(1,403)	-6%
1,001	950	943	7	1%	7	ADMISSIONS-ADULTS & PEDS	4,664	4,845	(181)	-4%
4.65	4.58	4.78	(0.20)	-4%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.61	4.82	(0.21)	-4%
	<u>OTHER KEY UTILIZATION STATISTICS</u>									
1.534	1.495	1.566	(0.071)	-5%	9	OVERALL CASE MIX INDEX (CMI)	1.538	1.552	(0.014)	-1%
	<u>SURGICAL CASES</u>									
134	137	131	6	5%	10	JOINT REPLACEMENT CASES	656	676	(20)	-3%
25	25	20	5	25%	11	NEURO SURGICAL CASES	131	132	(1)	-1%
10	13	10	3	30%	12	CARDIAC SURGICAL CASES	58	49	9	18%
207	228	232	(4)	-2%	13	GENERAL SURGICAL CASES	1,014	1,207	(193)	-16%
376	403	393	10	3%	14	TOTAL SURGICAL CASES	1,859	2,064	(205)	-10%
357	296	374	(78)	-21%	15	TOTAL CATH LAB PROCEDURES	1,715	1,932	(217)	-11%
153	145	132	13	10%	16	DELIVERIES	749	759	(10)	-1%
6,967	6,833	7,050	(217)	-3%	17	OUTPATIENT VISITS	34,313	36,863	(2,550)	-7%
4,416	4,212	4,130	82	2%	18	EMERGENCY VISITS	21,249	21,119	130	1%
	<u>LABOR INDICATORS</u>									
1,213.0	1,234.1	1,206.6	(27.5)	-2%	19	PRODUCTIVE FTE'S	1,193.2	1,218.0	24.8	2%
182.2	163.1	178.1	15.0	8%	20	NON PRODUCTIVE FTE'S	182.2	184.2	2.0	1%
1,395.2	1,397.2	1,384.7	(12.5)	-1%	21	TOTAL FTE'S	1,375.4	1,402.2	26.8	2%
5.76	6.06	5.95	(0.11)	-2%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.92	5.90	(0.02)	0%
6.63	6.87	6.82	(0.05)	-1%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.82	6.79	(0.03)	0%

* included in Adult and Peds Average Daily Census