



Washington Township Health Care District

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

Kimberly Hartz, Chief Executive Officer

Board of Directors

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

BOARD OF DIRECTORS MEETING

Wednesday, February 9, 2022 – 6:00 P.M.

Meeting Conducted by Zoom

<https://us06web.zoom.us/j/86333155074?pwd=OCtSbU0zbkhTbk1HeFlSK3ZnKzJ6Zz09>

Password: 344132

AGENDA

PRESENTED BY:

- | | |
|--|--------------------------------|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | Jeannie Yee
Board President |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. BROWN ACT FINDING GOVERNMENT Code § 54953(e)(3)(B)(ii) | <i>Motion Required</i> |
| IV. COMMUNICATIONS | |
| A. Oral
<i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes on issues or concerns not on the agenda and within the subject matter of jurisdiction of the Board.. "Request to Speak" cards should be filled out in advance and presented to the District Clerk. For the record, please state your name.</i> | |
| B. Written | |
| V. CONSENT CALENDAR
<i>Items listed under the Consent Calendar include reviewed reports and recommendations and are acted upon by one motion of the Board. Any Board Member or member of the public may remove an item for discussion before a motion is made.</i> | Jeannie Yee
Board President |
| A. Consideration of Minutes of the Regular Meetings of the District Board: January 12, 24, and 26, 2022 | <i>Motion Required</i> |
| B. Consideration of Supply Chain and Financial Management Systems Upgrade | |
| C. Consideration of Infant Security System Replacement | |

VI. PRESENTATION

Nutrition for Health: A Real Food Diet

PRESENTED BY:

Sarah M. Wartman, M.D.
Vascular Surgery

VII. REPORTS

A. Medical Staff Report

PRESENTED BY:

Shakir Hyder, M.D.
Chief of Medical Staff

B. Service League Report

Debbie Feary
Service League President

C. Lean Report:
Medication Inventory Management

Minh-Thu Dennen
Director, Pharmacy Services

D. Quality Report:
Dialysis Annual Update

Jeanie Ahn, M.D.
Medical Director, Renal Dialysis
Services

E. Finance Report

Chris Henry
Vice President & Chief Financial
Officer

F. Hospital Operations Report

Kimberly Hartz
Chief Executive Officer

VIII. ANNOUNCEMENTS

IX. ADJOURN TO CLOSED SESSION

A. Conference involving Trade Secrets pursuant to
Health & Safety Code section 32106

- Strategic Discussion

B. Report of Medical Staff and Quality Assurance
Committee, Health & Safety Code section 32155

**X. RECONVENE TO OPEN SESSION &
REPORT ON PERMISSIBLE ACTIONS TAKEN
DURING CLOSED SESSION**

Jeannie Yee
Board President

XI. ADJOURNMENT

Jeannie Yee
Board President

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the District Clerk at (510) 818-6500. Notification two working days prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, January 12, 2022 via Zoom. Director Yee called the meeting to order at 6:01 pm and led those in attendance of the meeting in the Pledge of Allegiance.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

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

ROLL CALL

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

Guests: Ed Fayen, Chris Henry, Tina Nunez, Larry LaBossiere, Paul Kozachenko, Mary Bowron, Angus Cochran, Debbie Feary, Gisela Hernandez, Dr. Shakir Hyder, Evangeline Imana-Iyemura, Kel Kenady, John Lee, Nick Legge, Dan Nardoni, Donald Pipkin, Sheela Veejay, Marcus Watkins, and Sri Boddu.

Director Yee welcomed any members of the general public to the meeting. She noted that in order to continue to protect the health and safety of the members of the Board, District staff, and members of the public from the dangers posed by the SARS-CoV-2 virus, the Brown Act allows a local agency to continue to hold its meetings remotely as opposed to being required to meet in-person. Section 54953(e)(3) of the Government Code requires that the Board make certain findings every 30 days to continue meeting remotely. One such finding is that “state or local officials continue to impose or recommend measures to promote social distancing.” The Alameda County Health Officer continues to recommend social distancing and the wearing of masks indoors, as referenced by the Alameda County Health Care Services Public Health Department COVID-19 website at www.covid-19.acgov.org.

OPENING REMARKS

In accordance with District law, policies, and procedures, Director Nicholson moved that the Board of Directors make the finding required by Section 54953(e)(3)(B)(ii) of the Government Code that “state or local officials continue to impose or recommend measures to promote social distancing.” Director Wallace seconded the motion.

Roll call was taken:

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

The motion carried and the finding is affirmed.

Director Yee noted that Public Notice for this meeting, including connection information, was posted appropriately on our website. This meeting, conducted via Zoom, will be recorded for broadcast at a later date.

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Minutes of the Regular Meetings of the District Board: December 8, December 20, and December 27, 2021

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

Roll call was taken:

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

The motion unanimously carried.

Dr. Shakir Hyder, Chief of Staff, reported there are 571 Medical Staff members including 348 active members and 89 ambulatory members. He commented on the mandate that all practicing physicians get the COVID-19 booster by February 1, 2022. He noted the remodeled physician lounge is expected to open at the end of February.

*MEDICAL STAFF
REPORT*

Ms. Debbie Feary, Service League President, reported that 119 members of the Service League contributed 1,467 hours over the past month. Volunteers continue to be busy assembling syringe kits for COVID-19 vaccinations. Our volunteers have assembled over 37,000 syringe kits since early 2021 and more than 23,300 COVID test kits in the last 12 months.

*SERVICE LEAGUE
REPORT*

The Service League's annual meeting will be held in late February and new board members will be voted into office by the membership.

Kimberly Hartz introduced Dr. Dianne Martin, Antimicrobial Stewardship Leader and Mary Bowron, Chief of Quality & Resource Management who spoke about the 2022 Infection Prevention Program at Washington Hospital. She reviewed the background, focus and oversight responsibilities of the Infection Prevention Committee and covered the key program components. She noted that Washington Hospital reports data through the National Healthcare Safety Network (NHSN) and talked about the COVID prevention and control measures for 2022 including vaccine planning for healthcare workers and members of the WHHS community as well as COVID-19 patient education.

*QUALITY REPORT:
2020 INFECTION
PREVENTION
PROGRAM*

Dr. Martin reviewed the Joint Commission Hospital National Patient Safety Goals for 2022 as well as those from the Centers of Disease Control. She reviewed the improvement strategies that were implemented in 2021 and listed the key strategies for improvement planned for 2022. She talked about the involvement of Infection

Prevention in all construction projects to prevent transmission of infectious agents to vulnerable patient populations, health care workers, and hospital visitors by proactively managing risk. She also reviewed the Tuberculosis Surveillance policy for Washington Hospital.

She expressed appreciation to the team for all their efforts.

Chris Henry, Vice President & Chief Financial Officer, presented the Finance Report for November 2021. The average daily inpatient census was 136.9 with admissions of 740 resulting in 4,107 patient days. Outpatient observation equivalent days were 351. The average length of stay was 5.43 days. The case mix index was 1.495. Deliveries were 115. Surgical cases were 380. The Outpatient visits were 7,553. Emergency visits were 4,241. Cath Lab cases were 183. Joint Replacement cases were 166. Neurosurgical cases were 21. Cardiac Surgical cases were 13. Total productive FTEs were 1,505.1. FTEs per adjusted occupied bed were 6.18.

FINANCE REPORT

Mr. Henry reported that Moody's has maintained Washington Hospitals BAA2 rating with a negative outlook.

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for December 2021. Preliminary information for the month indicated total gross revenue at approximately \$193,495,000 against a budget of \$171,913,000. We had 35 COVID-19 discharges which represented 4% of total discharges. This is higher than last month and represents an increase from the prior two months which averaged 23 COVID-19 discharges.

*HOSPITAL
OPERATIONS REPORT*

The Average Length of Stay was 5.40. The Average Daily Inpatient Census was 150.1. There were 5 discharges with lengths of stay greater than 30 days, ranging from 35 to 119. Still in house at the end of December were seven patients with length of stays of over 30 days and counting.

There were 4,654 patient days. There were 397 Surgical Cases and 203 Cath Lab cases at the Hospital. Outpatient joint cases were budgeted to begin migrating to Peninsula Surgery Center in October 2021; these are now expected to begin during the first quarter of CY2022.

Deliveries were 137. Non-Emergency Outpatient visits were 7,284. Emergency Room visits were 4,817. Total Government Sponsored Preliminary Payor Mix was 70.2%, against the budget of 71.9%. Total FTEs per Adjusted Occupied Bed were 5.81. The Washington Outpatient Surgery Center had 536 cases and the clinics had approximately 16,217 visits.

There were \$1,430,184 in charity care applications pending or approved in December and included one account with a write-off of \$1.2 million (a Medicare patient with a long length of stay that had previously exhausted their maximum lifetime days).

Fiscal Year to Date Homeless Patient Activity: There were 1,043 patient encounters representing 581 homeless patients of which 164 had more than one encounter during the quarterly period. The estimated total unreimbursed cost for fiscal year to date was about \$3.1 million.

- The Community vaccination clinic is scheduling people 5 years of age and older. As of Friday, January 7th, a total of 81,929 COVID vaccine doses have been administered to community members at our vaccination clinic, including 2,417 vaccinations of children ages 5-11 years old. *ANNOUNCEMENTS*
- Tuesday, December 14th: Get Fit at Home the Right Way: Strengthen Muscles While Protecting Your Joints
- Scheduled for Tuesday, February 8th: Heart Attack: Symptoms and Prevention on Facebook Live and YouTube.
- As part of the Washington Hospital Management Staff holiday celebration, members of Management Staff donated \$6,699.40 to the Tri-City Food Bank.
- WHEA held a coat and blanket drive to benefit the Viola Blythe Center in Newark. Employees of the Hospital donated five barrels of blankets, jackets, and socks. WHEA also held a gift-card drive for the City of Fremont's "Giving Hope holiday program. \$255 in gift cards was collected from employees.
- WHEA donated \$5,000 to the City of Fremont's Afghan Refugee Relief Fund.
- January Employee of the Month: John Peterson, Transport Coordinator

The following two Action Items on the agenda are Resolution No. 1234 and Resolution No. 1235. Prior to any discussion, Director Wallace made the following disclosure:

- Director Wallace is the Chairman of the Board of Fremont Bank and a Shareholder;
- Director Wallace recused himself from any consideration of this matter;
- As the meeting was being held over Zoom, Director Wallace was unable to leave the room; instead, he terminated the Zoom connection and did not participate in any way in discussion regarding these matters;

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Board of Directors approve Resolution No. 1234 to authorize the CEO / CFO / COO to open and maintain the account(s) contemplated on Fremont Bank's signature card and the Deposit Account Agreement and Disclosure as delineated in this Resolution.

*CONSIDERATION OF
RESOLUTION No. 1234:
BANKING RESOLUTION*

Director Stewart seconded the motion.

Roll call was taken:

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

William Nicholson, MD - aye

The motion carried.

In accordance with District Law, Policies and Procedures, Director Nicholson moved that the Board approve Resolution No. 1235 noting that in the Resolution language, Company = District.

*CONSIDERATION OF
RESOLUTION No.1235:
TREASURY
MANAGEMENT
SERVICES AGREEMENT*

- a. The Company finds that it is in the best interest of the Company to enter into the TMSA, as amended from time to time;
- b. The Company authorizes and appoints each of the officers of the Company and any authorized signer on the Accounts, acting individually or together, to execute and deliver the TMSA;
- c. Any one or more of the foregoing persons are authorized to negotiate terms and conditions of the Acceptance, amendments or supplements to the Acceptance, and to enter into such other agreements, supplements and amendments as they individually or jointly determine to be appropriate, including amendments or supplements; and
- d. The authority given above will continue, and the Bank may rely on the actions of any person referred to above, until such time as the Bank is given formal written notice of the revocation of such authority and the Bank has an opportunity to respond to the same. All acts and deeds taken by any person referred to above shall be deemed the act and deed of the Company for all purposes relating to the Acceptance and to all services described in the Acceptance or provided by the Bank to the Company under the Acceptance.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with Health & Safety Code Sections 32106, 32155 and California Government Code 54956.9(d)(2), Director Yee adjourned the meeting to closed session at 7:36 p.m., as the discussion pertained to a Conference involving Trade Secrets pursuant to Health & Safety Code section 32106: Strategic Discussion, Report of Medical Staff and Quality Assurance Committee, Health & Safety Code section 32155, and Conference with Legal Counsel-Anticipated litigation pursuant to government code section 54956.9(d)(2). Director Yee stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a separate Zoom call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for

*ADJOURN TO CLOSED
SESSION*

the Board's report beginning January 13, 2022. She indicated that the minutes of this meeting will reflect any reportable actions.

Director Yee reconvened the meeting to open session at 9:15 pm. The District Clerk reported there was no reportable action taken in the closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Yee adjourned the meeting at 9:15 pm.

ADJOURNMENT

Jeannie Yee
President

William Nicholson, M.D.
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 24, 2022 via Zoom. Director Yee called the meeting to order at 7:32 a.m.

CALL TO ORDER

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

ROLL CALL

Excused: Michael Wallace

Also present: Shakir Hyder, MD; Prasad Kilaru, MD; Tim Tsoi, MD; Jeff Stuart, MD; Dee Antonio, District Clerk

Absent: Jan Henstorf, MD

There were no oral or written communications.

COMMUNICATIONS

Director Yee adjourned the meeting to closed session at 7:32 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 Yee reconvened the meeting to open session at 8:09 a.m. and reported no reportable action taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, the meeting adjourned at 8:09 a.m.

ADJOURNMENT

Jeannie Yee
President

William Nicholson, M.D.
Secretary

A regular meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 26, 2022 via Teleconference. Director Yee called the meeting to order at 6:00 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer; Chris Henry, Chief Financial Officer; Tina Nunez, Vice President; Larry LaBossiere, Chief Nursing Officer; Paul Kozachenko, Legal Counsel; Dee Antonio, District Clerk

Director Yee welcomed any members of the general public to the meeting. She noted that in order to continue to protect the health and safety of the members of the Board, District staff, and members of the public from the dangers posed by the SARS-CoV-2 virus, the Brown Act allows a local agency to continue to hold its meetings remotely as opposed to being required to meet in-person. Section 54953(e)(3) of the Government Code requires that the Board make certain findings every 30 days to continue meeting remotely. One such finding is that “state or local officials continue to impose or recommend measures to promote social distancing.” The Alameda County Health Officer continues to recommend social distancing and the wearing of masks indoors, as referenced by the Alameda County Health Care Services Public Health Department COVID-19 website at www.covid-19.acgov.org. The Board made such a finding at its meeting earlier in the month.

OPENING REMARKS

There were no oral or written communications.

COMMUNICATIONS

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Philips XPER Upgrade
- B. Philips Intellispace Cardiovascular Upgrade
- C. Two Philips Ultrasound Machines

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

Roll call was taken:

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

The motion unanimously carried.

Director Yee presented the Action Item for consideration:

*CONSIDERATION OF
SIEMENS SYMBIA EVO
EXCEL CAMERA*

In accordance with District law, policies, and procedures, Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of the Siemens Symbia Evo Excel Nuclear Medicine Camera, including

construction costs, for a total cost not to exceed \$428,000. Director Stewart 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 carried.

In accordance with Health & Safety Code Sections 32106, 32155 and California Government Code 54956.9(d)(2), Director Yee adjourned the meeting to closed session at 6:10 p.m., as the discussion pertained to a Conference involving trade secrets pursuant to Medical Staff and Quality Assurance Committee, Health & Safety Code section 32155, Conference with Legal Counsel-Anticipated litigation pursuant to government code section 54956.9(d)(2), Conference involving Trade Secrets pursuant to Health & Safety Code 32106, and consideration of closed session Minutes: December 20, 2021. Director Yee stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a Teleconference call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for the Board's report beginning January 27, 2022. She indicated that the minutes of this meeting will reflect any reportable actions.

ADJOURN TO CLOSED SESSION

Director Yee reconvened the meeting to open session at 8:55 pm. The District Clerk reported that the Board approved the Closed Session Minutes of December 20, 2021 and the Medical Staff Credentials Report and denied an application to present a late claim on behalf of Rosario Suratos in closed session by unanimous vote of all Directors present:

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

Jeannie Yee

Bernard Stewart, DDS

Michael Wallace

Jacob Eapen, MD

William Nicholson, MD

There being no further business, Director Yee adjourned the meeting at 8:55 pm.

ADJOURNMENT

Jeannie Yee
President

William Nicholson, M.D.
Secretary



Memorandum

DATE: February 2, 2022

TO: Kimberly Hartz, CEO

FROM: John Lee, CIO

SUBJECT: Supply Chain and Financial Management Systems Upgrade

The primary systems currently used to manage our supply chain that include procurement and financial accounts need to be upgraded. The Allscripts systems were last updated in 2017 and require an update for full compatibility with the Microsoft Edge browser and Windows 10. In addition, as the Hospital continues to improve our supply chain management and financial accounting complexity increases, new application features are needed to keep pace with these changes.

In addition, this upgrade will also include updating the reporting module which is needed in order to continue producing key monthly, quarterly and annual reports. The planned upgrade addresses several known application issues in our current version that is also now at the end of support.

This project was included in the fiscal year 2022 capital budget.

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 implementation services necessary for a total amount not to exceed **\$214,722.00**.



Memorandum

DATE: February 2, 2022
TO: Kimberly Hartz, CEO
FROM: John Lee, CIO
SUBJECT: Infant Security System Replacement

A cross-functional team of clinicians, engineers, security managers and information technology professionals has worked for the past several months to evaluate and recommend a replacement solution for our current infant security system. The team looked at several key requirements such as reliability, ease of operation, ease of implementation and total value. The team is recommending that we purchase the Stanley Hugs solution. Stanley Hugs works in combination with our existing wireless infrastructure from Cisco. This benefit means that we will not need to implement new wireless access points and we will install less equipment overall than with any other solution.

Replacing the infant security system became necessary after the current system began to fail and the vendor providing the solution announced that they would no longer support or even sell the system going forward. The new Stanley Hugs solution is a well-known and highly regarded system that is currently in operation at many hospitals across California and beyond.

This replacement system was not included in the fiscal year 2022 capital budget. However with our priority on patient safety and the importance of this system, it is recommended that we move forward now with this purchase.

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 hardware, software and implementation services necessary for a total amount not to exceed **\$547,310.00**.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

December 2021



Washington Hospital
Healthcare System

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

<u>Schedule Reference</u>	<u>Schedule Name</u>
Board - 1	Statement of Revenues and Expenses
Board - 2	Balance Sheet
Board - 3	Operating Indicators



Memorandum

DATE: February 4, 2022
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – December 2021
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	December <u>Actual</u>	December <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
Average Daily Census	150.1	134.6	147.2
# of Admissions	856	800	784
Patient Days	4,654	4,172	4,477
Discharge ALOS	5.40	5.22	5.75
<u>OUTPATIENT:</u>			
OP Visits	7,303	7,239	7,544
ER Visits	4,817	3,891	4,027
Observation Equivalent Days – OP	337	227	294

Comparison of December 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 above budget. Outpatient visits were higher than budget. Emergency Room visits were above budget for the month. Observation equivalent days were higher than budget.

2. Staffing – Schedule Board 3

Total paid FTEs were 88.8 above budget. Total productive FTEs for December were 1,346.4, 115.5 above the budgeted level of 1,230.9. Nonproductive FTEs were 26.7 below budget. Productive FTEs per adjusted occupied bed were 5.04, 0.97 below the budgeted level of 6.01. Total FTEs per adjusted occupied bed were 5.81, 1.32 below the budgeted level of 7.13.

3. Income - Schedule Board 1

For the month of December the Hospital realized income of \$2,382,000 from operations.

Total Gross Patient Service Revenue of \$193,496,000 for December was 12.6% above budget.

Deductions from Revenue of \$148,703,000 represented 76.85% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 77.16%, primarily due to a favorable payor mix.

Total Operating Revenue of \$45,173,000 was \$5,522,000 (13.9%) above the budget.

Total Operating Expense of \$42,791,000 was \$1,956,000 (4.8%) above the budgeted amount.

The Total Non-Operating Loss of \$582,000 for the month includes an unrealized loss on investments of \$455,000 and property tax revenue of \$1,441,000.

The Total Net Income for December was \$1,800,000, which was \$2,898,000 more than the budgeted loss of \$1,098,000.

The Total Net Income for December using FASB accounting principles, in which the unrealized loss or income on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was \$1,971,000 compared to a budgeted loss of \$1,383,000.

4. Balance Sheet – Schedule Board 2

Significant changes in balance sheet accounts in December included a reduction in net accounts receivable of \$5.0 million, a reduction in accrued payroll of approximately \$6.7 million, due to the lower number of days accrued at the end of December (5) as compared to the number of days accrued at the end of November (17), and property tax receipts of \$6.9 million from Alameda County.

There were no other noteworthy changes in assets and liabilities when compared to November 2021.

KIMBERLY HARTZ
Chief Executive Officer

KH/CH



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

<u>December</u>				<u>YEAR TO DATE</u>				
<u>ACTUAL</u>	<u>BUDGET</u>	<u>FAV (UNFAV) VAR</u>	<u>% VAR.</u>		<u>ACTUAL</u>	<u>BUDGET</u>	<u>FAV (UNFAV) VAR</u>	<u>% VAR.</u>
\$ 108,823	\$ 112,893	\$ (4,070)	-3.6%	1	\$ 676,692	\$ 676,060	\$ 632	0.1%
84,673	59,020	25,653	43.5%	2	474,251	359,613	114,638	31.9%
193,496	171,913	21,583	12.6%	3	1,150,943	1,035,673	115,270	11.1%
(144,892)	(129,406)	(15,486)	-12.0%	4	(872,011)	(780,935)	(91,076)	-11.7%
(3,811)	(3,236)	(575)	-17.8%	5	(20,804)	(19,491)	(1,313)	-6.7%
(148,703)	(132,642)	(16,061)	-12.1%	6	(892,815)	(800,426)	(92,389)	-11.5%
76.85%	77.16%			7	77.57%	77.29%		
44,793	39,271	5,522	14.1%	8	258,128	235,247	22,881	9.7%
380	380	-	0.0%	9	2,294	2,270	24	1.1%
45,173	39,651	5,522	13.9%	10	260,422	237,517	22,905	9.6%
20,837	19,493	(1,344)	-6.9%	11	116,904	109,787	(7,117)	-6.5%
5,361	5,865	504	8.6%	12	33,277	34,640	1,363	3.9%
5,622	4,962	(660)	-13.3%	13	34,056	30,399	(3,657)	-12.0%
5,322	4,781	(541)	-11.3%	14	29,760	28,453	(1,307)	-4.6%
1,763	1,844	81	4.4%	15	10,782	11,550	768	6.6%
3,886	3,890	4	0.1%	16	23,618	23,636	18	0.1%
42,791	40,835	(1,956)	-4.8%	17	248,397	238,465	(9,932)	-4.2%
2,382	(1,184)	3,566	301.2%	18	12,025	(948)	12,973	1368.5%
5.27%	-2.99%			19	4.62%	-0.40%		
217	262	(45)	-17.2%	20	1,250	1,595	(345)	-21.6%
(8)	-	(8)	0.0%	21	(77)	-	(77)	0.0%
(1,732)	(1,731)	(1)	-0.1%	22	(10,386)	(10,374)	(12)	-0.1%
(45)	114	(159)	-139.5%	23	89	681	(592)	-86.9%
-	-	-	0.0%	24	-	86	(86)	-100.0%
-	-	-	0.0%	25	153	-	153	0.0%
1,441	1,441	-	0.0%	26	8,652	8,652	-	0.0%
(455)	-	(455)	0.0%	27	(1,913)	-	(1,913)	0.0%
(582)	86	(668)	-776.7%	28	(2,232)	640	(2,872)	-448.8%
\$ 1,800	\$ (1,098)	\$ 2,898	263.9%	29	\$ 9,793	\$ (308)	\$ 10,101	3279.5%
3.98%	-2.77%			30	3.76%	-0.13%		
\$ 1,971	\$ (1,383)	\$ 3,354	242.5%	31	\$ 9,998	\$ (2,022)	\$ 12,020	594.5%
4.36%	-3.49%				3.84%	-0.85%		

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



**WASHINGTON HOSPITAL
BALANCE SHEET**
December 2021
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			December 2021	Audited June 2021	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			December 2021	Audited June 2021
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 14,260	\$ 31,619	1	CURRENT MATURITIES OF L/T OBLIG	\$ 10,065	\$ 10,930	
2	ACCOUNTS REC NET OF ALLOWANCES		83,276	73,792	2	ACCOUNTS PAYABLE	17,406	18,246	
3	OTHER CURRENT ASSETS		14,844	12,052	3	OTHER ACCRUED LIABILITIES	92,171	112,710	
4	TOTAL CURRENT ASSETS		<u>112,380</u>	<u>117,463</u>	4	INTEREST	10,341	10,597	
					5	TOTAL CURRENT LIABILITIES	<u>129,983</u>	<u>152,483</u>	
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		215,266	215,928	6	REVENUE BONDS AND OTHER	203,403	211,490	
7	REVENUE BOND FUNDS		6,601	6,643	7	GENERAL OBLIGATION BONDS	325,426	328,564	
8	BOND DEBT SERVICE FUNDS		23,778	32,763					
9	OTHER ASSETS LIMITED AS TO USE		10,000	10,098	OTHER LIABILITIES				
10	TOTAL ASSETS LIMITED AS TO USE		<u>255,645</u>	<u>265,432</u>	11	SUPPLEMENTAL MEDICAL RETIREMENT	37,924	40,419	
12	OTHER ASSETS		257,494	246,106	12	WORKERS' COMP AND OTHER	8,277	8,033	
13	PREPAID PENSION		8,130	5,161	15	NET POSITION	533,967	524,174	
14	OTHER INVESTMENTS		12,301	12,163	16	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,238,980</u>	<u>\$ 1,265,163</u>	
15	NET PROPERTY, PLANT & EQUIPMENT		617,722	640,049	17	DEFERRED INFLOWS	53,243	65,274	
16	TOTAL ASSETS		<u>\$ 1,263,672</u>	<u>\$ 1,286,374</u>	18	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,292,223</u>	<u>\$ 1,330,437</u>	
17	DEFERRED OUTFLOWS		28,551	44,063					
18	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,292,223</u>	<u>\$ 1,330,437</u>					



**WASHINGTON HOSPITAL
OPERATING INDICATORS
December 2021**

12 MONTH AVERAGE	December						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
147.2	150.1	134.6	15.5	12%	1	<u>PATIENTS IN HOSPITAL</u>				
9.7	10.9	7.3	3.6	49%	2	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	147.0	135.8	11.2	8%
156.9	161.0	141.9	19.1	13%	3	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	11.0	6.4	4.6	72%
7.8	8.8	8.3	0.5	6%	4	COMBINED AVERAGE DAILY CENSUS	158.0	142.2	15.8	11%
164.7	169.8	150.2	19.6	13%	5	NURSERY AVERAGE DAILY CENSUS	8.4	7.8	0.6	8%
						TOTAL	166.4	150.0	16.4	11%
2.5	3.6	3.3	0.3	9%	6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.0	2.6	0.4	15%
4,477	4,654	4,172	482	12%	7	ADULT & PEDIATRIC PATIENT DAYS	27,054	24,979	2,075	8%
294	337	227	110	48%	8	OBSERVATION EQUIVALENT DAYS - OP	2,018	1,172	846	72%
784	856	800	56	7%	9	ADMISSIONS-ADULTS & PEDIATRIC	4,851	4,768	83	2%
5.75	5.40	5.22	0.18	3%	10	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	5.39	5.24	0.15	3%
						<u>OTHER KEY UTILIZATION STATISTICS</u>				
1.608	1.499	1.644	(0.145)	-9%	11	OVERALL CASE MIX INDEX (CMI)	1.567	1.614	(0.047)	-3%
						SURGICAL CASES				
159	180	118	62	53%	12	JOINT REPLACEMENT CASES	1,015	827	188	23%
21	22	18	4	22%	13	NEUROSURGICAL CASES	136	140	(4)	-3%
13	10	15	(5)	-33%	14	CARDIAC SURGICAL CASES	80	70	10	14%
179	185	188	(3)	-2%	15	OTHER SURGICAL CASES	1,105	1,045	60	6%
372	397	339	58	17%	16	TOTAL CASES	2,336	2,082	254	12%
205	203	172	31	18%	17	TOTAL CATH LAB CASES	1,223	1,194	29	2%
119	137	139	(2)	-1%	18	DELIVERIES	774	746	28	4%
7,544	7,303	7,239	64	1%	19	OUTPATIENT VISITS	46,556	45,043	1,513	3%
4,027	4,817	3,891	926	24%	20	EMERGENCY VISITS	26,729	22,545	4,184	19%
						<u>LABOR INDICATORS</u>				
1,310.1	1,346.4	1,230.9	(115.5)	-9%	21	PRODUCTIVE FTE'S	1,312.0	1,243.5	(68.5)	-6%
185.3	203.3	230.0	26.7	12%	22	NON PRODUCTIVE FTE'S	198.3	191.4	(6.9)	-4%
1,495.4	1,549.7	1,460.9	(88.8)	-6%	23	TOTAL FTE'S	1,510.3	1,434.9	(75.4)	-5%
5.43	5.04	6.01	0.97	16%	24	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.25	5.98	0.73	12%
6.20	5.81	7.13	1.32	19%	25	TOTAL FTE/ADJ. OCCUPIED BED	6.04	6.90	0.86	12%

* included in Adult and Peds Average Daily Census