



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, February 10, 2016 – 6:00 P.M.
Conrad E. Anderson, MD Auditorium

AGENDA

PRESENTED BY:

**I. CALL TO ORDER &
PLEDGE OF ALLEGIANCE**

Michael Wallace
Board Member

II. ROLL CALL

Christine Flores
District Clerk

III. EDUCATION SESSION:

Beaker Implementation

John Lee
Chief Information Officer

Zika Virus

Dianne C. Martin, MD
Infectious Disease Consultant

Albert Brooks, MD
Chief, Medical Affairs

IV. CONSIDERATION OF MINUTES

January 13, 25, and 27, 2016

Motion Required

V. COMMUNICATIONS

A. Oral

B. Written

From Kranthi Achanta, MD Chief of Staff,
dated January 25, 2016 requesting approval
of Medical Staff Credentialing Action Items.

Motion Required

VI. INFORMATION

A. Service League Report

PRESENTED BY:

Debbie Jackson
Service League President

- | | | |
|----|--|--|
| B. | Medical Staff Report | Kranthi Achanta, MD
Chief of Staff |
| C. | Hospital Calendar | Nancy Farber
Chief Executive Officer |
| D. | Lean/Kaizen Report | Kimberly Hartz
Senior Associate Administrator
Donald Pipkin
Chief of Strategic Management |
| E. | Construction Report | Ed Fayen
Senior Associate Administrator |
| F. | Quality Report
Infection Prevention Update 2016 | Mary Bowron, DNP, RN, CIC
Senior Director of Quality &
Resource Management |
| G. | Finance Report | Chris Henry
Associate Administrator and
Chief Financial Officer |
| H. | Hospital Operations Report | Nancy Farber
Chief Executive Officer |

VII. ACTION

- A. Consideration of Appointment of Development Corporation Board Member *Motion Required*
- B. Consideration of Vein Illuminator
- C. Consideration of SCN Warmers
- D. Consideration of Replacement of Hospital Network
- E. Consideration of Epic Care Link

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.

- 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: February
2016

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

Michael Wallace
Board Member

X. ADJOURNMENT

Michael Wallace
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, January 13, 2016, in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:02p.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.

ROLL CALL

Excused: Jacob Eapen, MD

Also present: Nancy Farber, Chief Executive Officer; Kranthi Achanta, Chief of Medical Staff; Debbie Jackson, Service League President; Christine Flores, District Clerk

Guests: Kimberly Hartz, Ed Fayen, Chris Henry, Bryant Welch, Stephanie Williams, Tina Nunez, Kristin Ferguson, Mary Bowron, John Lee, Albert Brooks, MD, David Hayne, Angus Cochran

Nancy Farber, Chief Executive Officer introduced Gus Arroyo, Safety and Security Manager. Mr. Arroyo presented the Disaster Preparedness and Emergency Management presentation. Mr. Arroyo shared that when a disaster occurs, the hospital works with personnel from different agencies, jurisdictions and governmental level to address areas of responsibilities. Quick decisions are required to provide timely response and our ability to function effectively relates to our understanding of how the emergency management function works. Mr. Arroyo continued by sharing the Emergency Management Cycle which includes: Mitigation, Preparation, Response and Recover. Mitigation refers to activities designed to reduce or eliminate long-term risk to persons or property, and lessen the actual or potential effects or consequences of an incident. Preparation includes Emergency Operations Plan, a hazard vulnerability assessment, training, emergency supplies, and designating emergency facilities such as the emergency operations center, shelter, decontamination and isolation areas. It is not possible to completely prevent or mitigate every hazard that poses risk. The annual Hazard Vulnerability Assessment identifies the most significant internal and external hazards faced by the hospital. Washington Hospital participated in the Great Shakeout in October and the Statewide Medical Health Exercise in November. Mr. Arroyo would like to continue to conduct one drill/exercise per quarter as well as providing hospital incident command center training to all managers.

*EDUCATION SESSION:
Disaster Preparedness
and Emergency
Management*

Director Nicholson moved for approval of the minutes of December 9, 14, and 28, 2015.

*APPROVAL OF
MINUTES OF
DECEMBER 9, 14, AND
28, 2015*

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Kranthi Achanta, M.D., Chief of Staff, dated December 28, 2015 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Beygui, Ramin, MD; Syed, Ghufan, MD; Tran, Michael, MD

Temporary Privileges:

Syed, Ghufan, MD

Reappointments:

Garcia, Ramiro, MD; Horstman, Kimberly, MD; Jain, Aditya, MD; Kawada, Carol, MD; Kudaravalli, Padmavathi, MD; Lunny, Peter, MD; Paranay, Gregory, MD; Sehgal, Rohit, MD; Thomas, Jeffrey, MD; Tsai, Shirley, MD; Wang, Albert, MD; Wey, Jaclyn, MD

Conditional Reappointments:

Ali, Zulfiqar, MD

Transfer in Staff Category:

Shotkin, Alam, MD

Completion of Proctoring & Advancement in Staff Category:

Shotkin, Alam, MD

Extension of Proctorship and Provisional Category

Lien, Kenneth, MD; Glaubiger, Susan, PA-C

New Privilege Requests

Gay, Andrew, MD

Delete Privilege Requests:

Horstman, Kimberly, MD; Tsai, Shirley, MD

Resignations:

Boohar, Lisa, MD

Director Danielson moved for approval of the credentialing action items presented by Dr. Achanta.

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

Debbie Jackson, Service League President presented the Service League Report. Ms. Jackson shared the slate of officers for the upcoming 2016 year: *SERVICE LEAGUE REPORT*

President – Debbie Jackson
1st Vice President – Cherie Gamardo
2nd Vice President – Marina Fleming
Treasurer – Sidne Margolis
Secretary – Jeannie Yee
Parliamentarian – Gail Tomita

Dr. Kranthi Achanta reported there are 556 Medical Staff members.

*MEDICAL STAFF
REPORT
HOSPITAL CALENDAR:
Community Outreach*

The Hospital Calendar video highlighted the following events:

Past Health Promotions & Outreach Events

On Tuesday, December 15th, the Washington Hospital Management Staff donated hundreds of presents including bicycles, clothing and toys to Tri-City area families in need. The families were identified through OneChild. OneChild is a non-profit organization dedicated to providing disadvantaged children with new clothing and school supplies. OneChild's goal is to promote self-esteem in underprivileged children, so they may appreciate their individual worth.

During December and January Lucy Hernandez, Community Outreach Project Manager, presented 15 hand hygiene classes for students at Chadborne Elementary and Durham Elementary Schools both located in Fremont. Information was provided on proper hand washing and hygiene to prevent infection and the spread of germs; 398 students attended.

Upcoming Health Promotions & Community Outreach Events

On Thursday, January, 21st from 7:00 to 8:30 p.m., Dr. Victoria Leiphart, gynecologist, will kick off a monthly women's group titled, "Women Empowering Women."

Dr. Leiphart will provide a 30 minute short lecture followed by a one hour open discussion regarding women's issues.

Topics of discussion may include preventive health care, menopause, day to day stress, coping as a caregiver, changing roles, and more.

On Friday, January 22nd from 1:00 to 3:30 p.m., Lincoln Elementary School in Newark will hold a health fair for students, teachers and parents.

Washington Hospital Staff will host a booth to provide information on proper hand washing and hygiene to prevent infection and the spread of germs.

On Tuesday, February 2nd from 6:00 to 8:00 p.m., as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Doug Van Houten, R.N., will present "Living with Stroke" and "Future Diagnosis and Management".

On Wednesday, February 3rd from 6:30 to 8:00 p.m., Washington Sports Medicine and Washington Outpatient Rehab Center will kick off the 2016 bimonthly education series. Dr. Steven Zonner, sports medicine specialist, will be presenting "Exercise Injuries: Prevention and Treatment"

On Thursday, February 4th from 7:00 to 8:00 p.m., as part of the Diabetes Matters Series, Dr. Archana Bindra, endocrinologist, will be presenting "Insulin Delivery: To Pump or Not to Pump."

On Thursday, February 11th from 6:00 to 8:00 p.m., Dr. Victoria Leiphart, gynecologist, will be presenting "Menopause: A Mind-Body Connection Approach".

On Tuesday, February 23rd from 1:00 to 3:00 p.m., Dr. Gabriel Herscu, vascular surgeon, will be presenting "Not a Superficial Problem: Varicose Veins and Chronic Venous Disease".

Washington Hospital Healthcare Foundation Report

Washington Hospital Healthcare Foundation received three community gifts in December.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

On December 12th, president of Wooly Warmth, Mythri Ambatipudi, delivered a large collection of hand-knitted items for pediatric patients to Carmen Williams, Director of Maternal Child Health. Wooly Warmth is a group of volunteers who provide handmade, knitted and crocheted warm clothing to the families of newborns to keep their little ones cozy, comfortable and healthy.

On December 18th, the Leos Club of James Logan High School donated 200 holiday cards for patients at Washington Hospital. The cards were distributed to patients in the hospital during the holidays.

On December 22nd, Girl Scouts Troop 33812 visited Washington Hospital to deliver hand-made bracelets and holiday cards for the Hospital's pediatric patients.

The Washington Hospital Employee Association, W.H.E.A.

In December, WHEA supported local charities by coordinating a Holiday Wish Card drive. WHEA collected \$1000 in gift cards and donated them to ABODE, an agency that offers housing programs linked to support services for low-income and homeless families and individuals and SAVE a local organization providing support services, advocacy and education to domestic violence victims and their families.

*HOSPITAL CALENDAR:
The Washington Hospital
Employee Association,
W.H.E.A.*

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

During the month of December, 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 and Brier Elementary School in Fremont. The total number of community members receiving healthcare at the Washington On Wheels Clinic during the month of December was 35.

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

Internet Marketing

There were over 25,792 visits to the hospital website in the month of December. The hospital's Employment section was the most viewed webpage with 9,293 page views, followed by the Physician Finder with 8,907 page views. The About WHHS section with 7,627 page views, the Volunteers section had 2,971 page views and the Women's Health and Pregnancy section had 1,681 page views.

*HOSPITAL
CALENDAR:
Internet Report*

InHealth - Channel 78

During the month of December, Washington Hospital's cable channel 78, InHealth, captured a Diabetes Matters program called "Diabetes Medications Updates". In addition, InHealth aired the December Board of Directors meeting.

*HOSPITAL
CALENDAR:
InHealth*

Awards and Recognitions

We are very proud that Dr. Alexander Sah, of Washington Hospital's Institute for Joint Restoration and Research, has been chosen for the American Academy of Orthopaedic Surgeons Leadership Fellows Program. He is one of only ten specialists in the nation to be selected for this honor. The program's goal is to encourage outstanding orthopaedic surgeons in sharing their knowledge, standards and techniques to better the field of orthopaedic surgery around the world and right here in our community.

*HOSPITAL
CALENDAR:
Additional Events*

Employee of the Month

Justin Cloud, unit clerk, has been a part of the Sandy Amos, RN Infusion Center team for three years. Since joining Washington Hospital, she has made excellent customer service and compassionate patient care a top priority. She constantly seeks new ways to make patients and family members feel at home. A self-identified planner, she anticipates the needs of patients and their family by learning their likes, such as favorite foods; how many blankets they like; important events in their lives and simple things like what name they prefer. She remembers patient preferences, which makes future visits extra special and very personal for the patient and their family members. She is a Bay Area native and lives in the East Bay with her husband and 5-year-old daughter.

*HOSPITAL
CALENDAR: Employee
of the Month – Justin
Cloud*

Nancy Farber, Chief Executive Officer introduced Kimberly Hartz, Senior Associate Administrator and Donald Pipkin, Chief of Strategic Management. Ms. Hartz and Mr. Pipkin presented the Lean/Kaizen Report sharing that Kaizen simply means improvement, or change for the better. Ms. Hartz and Mr. Pipkin continued by sharing the Washington Hospital Healthcare System Lean Transformation Journey Milestones, a brief summary of the Lean Certification Training, a brief overview of the Toyota Production System: Principles and Methodologies, Kaizen Workshops, Review of Kaizen activities completed to date as well of sharing the overview of upcoming Kaizen activities. Mr. Pipkin continued by sharing before and after photos of the O.R., PACU Isolation Room, and the medication pass area as well as group photos of the Kaizen Workshops.

*LEAN/KAIZEN
REPORT*

Nancy Farber, Chief Executive Officer introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented the construction update on the parking garage and the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the final concrete deck placement for Level 7 of the parking garage as well as the framing of the seventh floor elevator machine room and canopy, and the compacting base material for BART building foundations. Mr. Fayen also shared photos of the seismic dampener in place, the installation of stair #1 and the finishing of the concrete for Corbel at the South East Corner. Mr. Fayen also shared a photo of the site view as of December 29, 2015.

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented on the Management of Sepsis sharing some background regarding Sepsis. As of October 1, 2015, Centers for Medicare and Medicaid Services enforced a bundle measure for severe sepsis and septic shock, as part of the Inpatient Quality Reporting Program. Washington Hospital is among the first Community Hospitals in California to prioritize early sepsis treatment and management. Ms. Bowron shared four evidence-based ways to improve outcomes: infection prevention, early detection, early treatment, and monitor outcomes and performance. Washington Hospital has a strong, long-standing Sepsis Program with several initiatives implemented over the past eight years. In 2007, Washington Hospital was selected as part of the Beacon Collaborative as a pilot site to implement evidence-based practice for sepsis. The inter-professional team (Sepsis Committee) includes: Nurses, Physicians, Pharmacists, Quality, Respiratory Therapy and Community Outreach. Ms. Bowron continued by sharing the Surviving Sepsis Campaign, Sepsis Interventions, Clinical Education, Sepsis Prevention in the Community as well as Program Accomplishments.

*QUALITY REPORT:
Management of Sepsis*

Chris Henry, Chief Financial Officer, presented the Finance Report for November 2015. The average daily census was 141.9 with admissions of 949 resulting in 4,256 patient days. Outpatient observation equivalent days were 213. The average length of stay was 4.31 days. The case mix index was 1.512. Deliveries were 132. Surgical cases were 365. Joint Replacement cases were 127. Neurosurgical cases were 1. Cardiac Surgical cases were 9. The Outpatient visits were 6,760 and Emergency visits were 4,129. Total productive FTEs were 1,209.4. FTEs per adjusted occupied bed were 6.97.

FINANCE REPORT

Ms. Farber presented the Hospital Operations Report for December. There were 1,056 patient admissions with an average daily census of 166. Preliminary information indicated inpatient revenue for the month of December at approximately \$175,200,000 and a total of 71.9% in government program revenue. There were 160 deliveries in the Hospital resulting in 335 baby days. There were 361 surgical cases at the Hospital and 557 cases at the Outpatient Surgery Center. The Emergency Room saw 4,425 patients. The clinics saw approximately 3,650 patients. FTEs per Adjusted Occupied Bed were 6.40.

*HOSPITAL
OPERATIONS REPORT*

Director Stewart moved for the reappointment of Benn Sah, MD., Shirley Buschke, Russ Blowers, and Miro Garcia to the Washington Hospital Development Corporation Board of Directors for 2016.

*APPROVAL OF
REAPPOINTMENT OF
DEVELOPMENT
CORPORATION BOARD
MEMBERS*

Director Nicholson seconded the motion.
Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved the Chief Executive Officer be authorized to proceed with the purchase of four Intra Aortic Balloon Pumps for an amount not to exceed \$265,000.00. This was an approved line item in the FY16 Capital Asset Budget.

Director Nicholson seconded the motion.
Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved the Chief Executive Officer be authorized to proceed with the purchase of NuVasive Maxcess Access Set and Maxcess Articulating Set for an amount not to exceed \$27,545.00.

Director Danielson seconded the motion.
Roll call was taken:

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

The motion 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 7:49p.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 Wallace adjourned the meeting at 9:04pm.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 25, 2016 in the Boardroom, Washington Hospital, 2000 Mowry Avenue, Fremont, California.
Director Nicholson called the meeting to order at 7:30 a.m.

*CALL
TO
ORDER*

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

*ROLL
CALL*

Also present: Kranthi Achanta, MD; Timothy Tsoi, MD; Jan Henstorf, MD; John Romano, MD; Nancy Farber, Chief Executive Officer; Stephanie Williams, Associate Administrator; Albert Brooks, MD

There were no oral or written communications.

COMMUNICATIONS

Director Nicholson adjourned the meeting to closed session at 7:30 a.m. as the discussion pertained to Medical Audit and Quality Assurance Matters pursuant to Health & Safety Code Sections 1461 and 32155.

*ADJOURN TO
CLOSED SESSION*

Director Nicholson reconvened the meeting to open session at 8:50 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 8:50 a.m.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, January 27, 2016 in the Boardroom, 2000 Mowry Avenue, Fremont, California. Director Wallace 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: Michael Wallace, William Nicholson, MD; Bernard Stewart, DDS; Patricia Danielson, RHIT
Excused: Jacob Eapen, MD

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior Associate Administrator; Bryant Welch, Associate Administrator, Tina Nunez, Associate Administrator, Chris Henry, Associate Administrator; John Lee, Chief Information Officer, Noah Rosenberg, Christine Flores, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Wallace adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

ADJOURN TO CLOSED SESSION

Director Wallace reconvened the meeting to open session at 8:07 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 8:08pm.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary



Memorandum

DATE: February 2, 2016

TO: Board of Directors, Washington Township Health Care District

FROM: Nancy Farber, Chief Executive Officer

SUBJECT: **Appointment to the Washington Township Hospital Development Corporation**

The Washington Township Hospital Development Corporation is a public benefit (nonprofit) California Corporation which is affiliated with the District. A five member Board of Directors governs the Washington Township Hospital Development Corporation (DEVCO). Its current Board of Directors is: Benn Sah, M.D., Shirley Bushke, Russ Blowers, and Miro Garcia.

I am recommending for consideration the appointment of Gloria Fuerniss to fill the vacant seat on the Board of Directors of the Washington Township Hospital Development Corporation to fulfill its five member capacity.

NANCY FARBER
Chief Executive Officer



Memorandum

DATE: January 8, 2016
TO: Nancy Farber, Chief Executive Officer
FROM: Ed Fayen, Sr. Associate Administrator
SUBJECT: Accuvein Vein Illuminator

The Accuvein vein illuminator has been piloted on 4west and has been shown to improve patient satisfaction with the starting of IV therapy. It allows the visualization of patients' veins that are available for the nurse to select when initiating intravenous access. With this device, we are able to start IVs better and hopefully have fewer IV needle sticks for the patients. This device will be placed on each of the Medical Surgical units and in our patient laboratory. Our patient population has a large number of elderly patients whose veins may be fragile and difficult to visualize. This unit is very durable and is used to assist the bedside nurse when IV therapy needs to be started or restarted. It is portable and comes with a charging cradle/power supply.

This item was approved in the FY16 Capital Asset Budget. The total cost for \$38,000.

In accordance with District Law, Policies and Procedures, I request that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of seven (7) Accuvein Vein Illuminators in the amount not to exceed \$38,000.



Memorandum

DATE: January 8, 2016
TO: Nancy Farber, Chief Executive Officer
FROM: Ed Fayen, Sr. Associate Administrator
SUBJECT: Special Care Nursery – Warmers

The Special Care Nursery Leadership Team has deliberated about the best use of the generous monies raised by the Washington Hospital Foundation at the Top Hat event of 2014, wanting to use the monies to improve the care of the sick babies at Washington Hospital. It was decided to purchase two new warmers and upgraded parts for three additional warmers for use in the Special Care Nursery. These warmers will replace significantly older warmers and are very similar to those currently utilized in the Special Care Nursery.

The Foundation is donating funds raised at the 2014 Top Hat event to cover this purchase. This purchase was not included in the FY 16 Fixed Asset Capital Budget. The total cost of the warmers and upgraded parts is \$54,026.92.

In accordance with District Law, Policies and Procedures, I request that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of two new warmers and upgraded parts for three additional warmers in an amount not to exceed \$54,026.92.



Memorandum

DATE: January 22, 2016

TO: Nancy Farber, Chief Executive Officer

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

SUBJECT: Hospital Local Area Network/Wireless Upgrade

The Washington Hospital Healthcare System current IT infrastructure for both wired and wireless networks is operating on unsupported end of life hardware/equipment. Implementing an upgrade to the core network components and the wireless network is critical to ensure high availability access and reliability to patient care systems. The hospital wired network core is now over ten years old. In the past year, we have seen 17 failures of critical switches that service our clinical staff. In addition, our wireless infrastructure, though implemented more recently (six years ago), is now five generations old and is unable to provide adequate coverage for the numerous systems that now rely on wireless connectivity for regular processes performed by nursing, lab personnel and biomedical staff. Patients also utilize the wireless infrastructure more and more to enhance their experience while at WHHS and our setup is not able to handle the big increases in data and video traffic they now demand.

This upgrade project will also provide security improvements for our core network and wireless systems that are not possible with the older equipment and current hardware. Our wireless temperature monitoring system has also been impacted with frequent failures that are currently quickly addressed by our Service Desk team, but cannot be eliminated without new hardware. Finally, the convergence of voice and data technology has created a need to address the next generation of wireless phones used by staff at the hospital to communicate effectively while on campus. The inclusion of equipment to update the network that supports voice communications at the hospital will create a stable and standard infrastructure to facilitate future integration projects such as the Morris Hyman Critical Care Pavilion.

This project is an approved project in the 2016 Capital budget and is scheduled to be completed by December 2016. 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 hardware, software and implementation services for the local area network/wireless upgrade project for a total amount not to exceed **\$4,032,859.79**.



Memorandum

DATE: January 22, 2016

TO: Nancy Farber, Chief Executive Officer

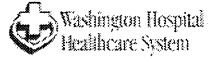
FROM: Ed Fayen, Senior Associate Administrator
John Lee, Chief Information Officer

SUBJECT: Epic WeLink

Community providers that are not on Epic often need access to their patients' Epic Medical Records for the purpose of continuing treatment, ordering tests at WHHS and billing for their services. Today, they must execute manual processes for ordering and requesting chart information from the hospital Health Information Management department. Epic WeLink provides these physician offices with secure, managed access to the information via an electronic interface.

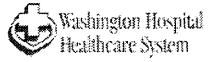
Epic WeLink will serve our district community by improving access to needed medical data and the efficiency of community providers and WHHS staff who help to support them. This will improve the speed and effectiveness of patient care. The project will take approximately five months to complete.

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 hardware, software and implementation services for the Epic WeLink Project for a total amount not to exceed **\$248,138.00**. This is an approved project in the 2016 Capital budget.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

December 2015



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

<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 5, 2016
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – December 2015
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	December <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
Average Daily Census	166.1	164.5	160.6
# of Admissions	1,056	1,046	1,013
Patient Days	5,149	5,100	4,882
Discharge ALOS	4.91	4.88	4.74

<u>OUTPATIENT:</u>	December <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
OP Visits	6,940	7,098	7,367
ER Visits	4,425	4,560	4,442
Observation Equivalent Days – OP	224	244	258

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 lower than budget. Emergency Room visits were below budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 10.4 above budget. Total productive FTEs for December were 1,234.1, 20.4 above the budgeted level of 1,213.7. Nonproductive FTEs were 10.0 below budget. Productive FTEs per adjusted occupied bed were 5.60, 0.08 above the budgeted level of 5.52. Total FTEs per adjusted occupied bed were 6.43, 0.03 above the budgeted level of 6.40.

3. Income - Schedule Board 1

For the month of December the Hospital realized a gain of \$2,116,000 from operations.

Total Gross Patient Service Revenue of \$175,243,000 for December was 2.4% above budget.

Deductions from Revenue of \$135,512,000 represented 77.33% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 76.84%.

Total Operating Revenue of \$39,892,000 was \$110,000 (0.3%) above the budget.

Total Operating Expense of \$37,776,000 was \$494,000 (1.3%) below the budgeted amount.

The Total Non-Operating Gain of \$1,241,000 for the month of December includes an unrealized loss on investments of \$440,000 and property tax revenue of \$1,364,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for December was \$3,357,000, which was \$169,000 more than the budgeted gain of \$3,188,000.

The Total Net Gain for December 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 \$2,433,000 compared to a budgeted gain of \$1,824,000.

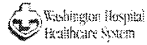
4. Balance Sheet – Schedule Board 2

The December 2015 balance sheet reflects significant decreases in Bond Debt Service Funds and Long-Term Debt Obligations for Revenue Bonds. As noted previously, \$31 million of Revenue Refunding bonds were issued in November, and the proceeds from these new bonds were used to refund the 1999 Revenue bonds at the call date in December. Pension contributions of \$22.1 million in December reduced the outstanding Net Pension Liability.

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

NANCY FARBER
Chief Executive Officer

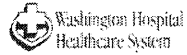
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**WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
December 2015
GASB FORMAT
(In thousands)**

DECEMBER				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 132,021	\$ 127,981	\$ 4,040	3.2%	2	INPATIENT REVENUE	\$ 729,311	\$ 723,884	\$ 5,427
43,222	43,149	73	0.2%	3	OUTPATIENT REVENUE	267,504	271,452	(3,948)
175,243	171,130	4,113	2.4%	4	TOTAL PATIENT REVENUE	996,815	995,336	1,479
(135,512)	(131,495)	(4,017)	-3.1%	5	CONTRACTUAL ALLOWANCES	(764,499)	(765,585)	1,086
77.33%	76.84%			6	CONTRACTUAL AS % OF REVENUE	76.69%	76.92%	
39,731	39,635	96	0.2%	7	NET PATIENT REVENUE	232,316	229,751	2,565
161	147	14	9.5%	8	OTHER OPERATING INCOME	1,120	1,048	72
39,892	39,782	110	0.3%	9	TOTAL OPERATING REVENUE	233,436	230,799	2,637
				10	OPERATING EXPENSES			
15,878	15,446	(432)	-2.8%	11	SALARIES & WAGES	86,580	85,760	(820)
5,459	5,317	(142)	-2.7%	12	EMPLOYEE BENEFITS	33,035	33,608	573
4,593	4,222	(371)	-8.8%	13	SUPPLIES	25,814	24,952	(862)
4,563	4,871	308	6.3%	14	PURCHASED SERVICES & PROF FEES	29,612	29,905	293
1,043	1,362	319	23.4%	15	INSURANCE, UTILITIES & OTHER	8,019	8,589	570
2,619	3,527	908	25.7%	16	PROVISION FOR DOUBTFUL ACCOUNTS	20,781	20,553	(228)
2,758	2,707	(51)	-1.9%	17	DEPRECIATION	16,293	16,242	(51)
863	818	(45)	-5.5%	18	INTEREST EXPENSE	4,944	4,985	41
37,776	38,270	494	1.3%	19	TOTAL OPERATING EXPENSE	225,078	224,594	(484)
2,116	1,512	604	39.9%	20	OPERATING INCOME (LOSS)	8,358	6,205	2,153
5.30%	3.80%			21	OPERATING INCOME MARGIN %	3.58%	2.69%	
				22	NON-OPERATING INCOME & (EXPENSE)			
270	235	35	14.9%	23	INVESTMENT INCOME	1,394	1,317	77
(27)	0	(27)	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(38)	0	(38)
74	77	(3)	-3.9%	25	RENTAL INCOME, NET	448	465	(17)
0	0	0	0.0%	26	OTHER NON-OPERATING, NET	(1,233)	(966)	(267)
1,364	1,364	0	0.0%	27	PROPERTY TAX REVENUE	7,604	7,604	0
(440)	0	(440)	0.0%	28	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(1,200)	0	(1,200)
1,241	1,676	(435)	-26.0%	29	TOTAL NON-OPERATING INCOME & EXPENSE	6,975	8,420	(1,445)
\$ 3,357	\$ 3,188	\$ 169	5.3%	30	NET INCOME (LOSS)	\$ 15,333	\$ 14,625	\$ 708
8.42%	8.01%			31	NET INCOME MARGIN %	6.57%	6.34%	
\$ 2,433	\$ 1,824	\$ 609	33.4%	32	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 8,929	\$ 7,021	\$ 1,908
6.10%	4.58%				NET INCOME MARGIN %	3.83%	3.04%	

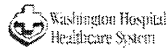
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



WASHINGTON HOSPITAL
BALANCE SHEET
 December 2015
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS		DECEMBER 2015	AUDITED JUNE 2015	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		DECEMBER 2015	AUDITED JUNE 2015
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 23,390	\$ 19,275	1	CURRENT MATURITIES OF L/T OBLIG	\$ 6,164	\$ 5,995
2	ACCOUNTS REC NET OF ALLOWANCES	62,061	61,503	2	ACCOUNTS PAYABLE	20,311	28,024
3	OTHER CURRENT ASSETS	7,410	6,713	3	OTHER ACCRUED LIABILITIES	53,572	49,107
4	TOTAL CURRENT ASSETS	<u>92,861</u>	<u>87,491</u>	4	INTEREST	9,761	9,872
				5	TOTAL CURRENT LIABILITIES	<u>89,808</u>	<u>92,998</u>
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	184,146	184,164	6	REVENUE BONDS AND OTHER	204,198	208,626
7	GENERAL OBLIGATION BOND FUNDS	229,696	121,657	7	GENERAL OBLIGATION BONDS	343,218	197,346
8	REVENUE BOND FUNDS	10,600	10,390				
9	BOND DEBT SERVICE FUNDS	19,525	21,349	OTHER LIABILITIES			
10	OTHER ASSETS LIMITED AS TO USE	15,228	15,112	10	NET PENSION LIABILITY	46,026	66,440
11	TOTAL ASSETS LIMITED AS TO USE	<u>459,195</u>	<u>352,672</u>	11	WORKERS' COMP	9,027	8,609
13	OTHER ASSETS	131,555	122,848	12	SUPPLEMENTAL MEDICAL RETIREMENT	38,075	36,523
14	NET PROPERTY, PLANT & EQUIPMENT	436,377	416,245	14	NET POSITION	397,320	381,987
15	TOTAL ASSETS	<u>\$ 1,119,988</u>	<u>\$ 979,256</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,127,672</u>	<u>\$ 992,529</u>
16	DEFERRED OUTFLOWS	16,493	24,472	16	DEFERRED INFLOWS	8,809	11,199
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,136,481</u>	<u>\$ 1,003,728</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,136,481</u>	<u>\$ 1,003,728</u>



**WASHINGTON HOSPITAL
OPERATING INDICATORS
December 2015**

12 MONTH AVERAGE	DECEMBER						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
160.6	166.1	164.5	1.6	1%	1					
8.5	7.2	7.9	(0.7)	-9%	2					
10.4	10.8	10.7	0.1	1%	3					
179.5	184.1	183.1	1.0	1%	4					
3.8	4.7	3.3	1.4	42%	5					
4,882	5,149	5,100	49	1%	6					
1,013	1,056	1,046	10	1%	7					
4.74	4.91	4.88	0.03	1%	8					
1,508	1,532	1,503	0.029	2%	9					
130	140	108	32	30%	10					
24	16	23	(7)	-30%	11					
9	6	14	(8)	-57%	12					
39	36	30	6	20%	13					
393	361	347	14	4%	14					
500	364	406	(42)	-10%	15					
151	160	155	5	3%	16					
7,367	6,940	7,098	(158)	-2%	17					
4,442	4,425	4,560	(135)	-3%	18					
1,190.1	1,234.1	1,213.7	(20.4)	-2%	19					
172.7	184.2	194.2	10.0	5%	20					
1,362.8	1,418.3	1,407.9	(10.4)	-1%	21					
5.49	5.60	5.52	(0.08)	-1%	22					
6.29	6.43	6.40	(0.03)	0%	23					

PATIENTS IN HOSPITAL

ADULT & PEDS AVERAGE DAILY CENSUS	151.0	152.6	(1.6)	-1%
OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.0	8.3	(0.3)	-4%
WELLBORN NURSERY AVERAGE DAILY CENSUS	10.6	10.7	(0.1)	-1%
TOTAL	169.6	171.6	(2.0)	-1%
SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.7	3.3	0.4	12%
ADULT & PEDS PATIENT DAYS	27,786	28,083	(297)	-1%
ADMISSIONS-ADULTS & PEDS	5,893	6,084	(191)	-3%
AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.61	4.60	0.01	0%

OTHER KEY UTILIZATION STATISTICS

OVERALL CASE MIX INDEX (CMI)	1.518	1.503	0.015	1%
<u>SURGICAL CASES</u>				
JOINT REPLACEMENT CASES	801	670	131	20%
NEURO SURGICAL CASES	147	166	(19)	-11%
CARDIAC SURGICAL CASES	44	61	(17)	-28%
MINIMALLY INVASIVE CASES	252	248	4	2%
TOTAL CASES	2,489	2,107	382	18%
TOTAL CATH LAB PROCEDURES	2,220	2,580	(360)	-14%
DELIVERIES	934	924	10	1%
OUTPATIENT VISITS	43,062	43,140	(78)	0%
EMERGENCY VISITS	25,515	26,818	(1,303)	-5%

LABOR INDICATORS

PRODUCTIVE FTE'S	1,201.7	1,195.9	(5.8)	0%
NON PRODUCTIVE FTE'S	174.6	183.1	8.5	5%
TOTAL FTE'S	1,376.3	1,379.0	2.7	0%
PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.82	5.70	(0.12)	-2%
TOTAL FTE/ADJ. OCCUPIED BED	6.67	6.57	(0.10)	-2%

* included in Adult and Peds Average Daily Census