



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, April 11, 2018 – 6:00 P.M.
Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|--|--|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | Bernard Stewart
Board Member |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. EDUCATION SESSION:
Minimally Invasive Approaches in
Cardiothoracic Surgery | Teng C. Lee, MD
Associate Professor of Surgery
Adult Cardiothoracic Surgery
University of California, San Francisco |
| IV. CONSIDERATION OF MINUTES

March 14, 26, and 28, 2018 | <i>Motion Required</i> |
| V. COMMUNICATIONS | |
| A. Oral | |
| B. Written | |
| From Timothy Tsoi, MD Chief of Staff,
dated March 26, 2018 requesting approval
of Medical Staff Credentialing Action
Items. | <i>Motion Required</i> |
| VI. INFORMATION | PRESENTED BY: |
| A. Service League Report | Jeannie Yee
Service League |
| B. Medical Staff Report | Timothy Tsoi, MD
Chief of Staff |
| C. Hospital Calendar | Nancy Farber
Chief Executive Officer |
| D. Lean Report:
Presentation of Lean Certificates and Pins | Donald Pipkin
Chief of Strategic Management |

- E. Construction Report
Ed Fayen
Senior Associate Administrator

- F. Quality Report:
Emergency Department Clinical
Operations: A Change for the Better
Kadeer Halimi, MD
Medical Director and Section Chair
Department of Emergency Medicine

- G. Finance Report
Chris Henry
Senior Associate Administrator and
Chief Financial Officer

- H. Hospital Operations Report
Nancy Farber
Chief Executive Officer

VII. 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

VIII. RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

Bernard Stewart
Board Member

IX. ADJOURNMENT

Bernard Stewart
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, March 14, 2018 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00 pm and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Albert Brooks MD, Chief of Medical Staff Services; Jeannie Yee, Service League President; Dee Antonio, District Clerk

Guests: Ed Fayen, Kimberly Hartz, Chris Henry, Stephanie Williams, Mary Bowron, Larry Bowen, John Lee, Donald Pipkin, Mary Bowron, Kristin Ferguson, Rob Lanci, Paul Kozachenko.

Nancy Farber, Chief Executive Officer introduced Katharine Mongoven, Director of Quality Solutions at Healthgrades.

*EDUCATION SESSION:
Healthgrades Awards and
Presentations*

Ms. Mongovan gave an overview of Healthgrades explaining the methodology used to analyze each short-term acute care hospital in the country based on three years of Medicare patient data.

Washington Hospital is one of America's 100 Best Hospitals, ranking among the top 2% of hospitals in the nation for overall clinical excellence. WHHS is one of three hospitals in Alameda County to be recognized as one of America's 100 Best Hospitals, one of nine in the Bay Area, and one of Twenty in California.

The awards presented to Washington Hospital also include: Distinguished Hospital Clinical Excellence 2014-2018; American's 100 Best Joint Replacement 2012-2018; Joint Replacement Excellence Award 2007-2018; Orthopedic Surgery Excellence Award 2014-2018; 100 Best Orthopedic Surgery 2018. The Five Star Recipient Awards: Treatment of Heart Attack 2016-2018; Total Knee Replacement 2006-2018; Total Knee Replacement 2004-2018; Treatment of Pneumonia 2018; and Treatment of Sepsis 2015-2018.

Director Stewart moved for approval of the minutes of February 19, 26, and 28, 2018.

*APPROVAL OF
MINUTES OF February
14, 26, and 28, 2018*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Al Brooks, MD, Chief of Medical Staff Services, dated February 28, 2018 requesting approval of Medical Staff Credentialing Action Items as follows:

Appointments

Banthia, Vishal MD; Ha, Huan MD; Tran, Thai Hang Thi NP; Vora, Alpa MD; Voscopoulos, Christopher MD

Temporary Privileges

Banthia, Vishal MD; Ha, Huan MD; Tran, Thai Hang Thi NP; Vora, Alpa MD; Voscopoulos, Christopher MD

Reappointments – Two Year

Avon, Mark MD; Azizirad, Omeed MD; DeGalan, Steven MD; Dela Cruz, Rhodora MD; Leong, Shirley MD; Miller, Robert MD; Mogal, Amy Cecilia MD; Ngo, Trang MD; Ragi-Singh, Kashmira MD; Tay, David MD; Tsoi, Timothy MD

Reappointments – One Year

Lin, Bruce MD; Minkin, Dale DDS;

Transfer in Staff Category

Ahmed, Sumera MD; Nail, Anil MD

Completion of Proctoring & Advancement in Staff Category

Ahmed, Sumera MD

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category

Alsofrom, Jessica MD; Kennedy, David MD; Nguyen, Doris MD

New Privilege Requests

Koo, Ralph MD; Phan, Huey MD; Wozniack, Curt MD

Delete Privilege Requests

Azizirad, Omeed MD; Leong, Shirley MD; Mogal, Amy Cecilia MD

Withdrawal of Application

Basra, Apram DO

Resignations

Chen, Leslie DO; Goetz, Abigail PA; Janmohamed, Munir MD; Patel, Bijal MD; Prasad, Gautam MD; Van Der Hagen, Lois MD

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

Director Stewart seconded the motion.

Roll call was taken:

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

Patricia Danielson, RHIT – absent

The motion carried.

Jeannie Yee, Service League, reported on the Service League activities, including the Annual Business Meeting that was held on February 13, 2018. She talked about the speaker for the Annual CAHHS Volunteer Leadership Conference, Dr. Robin Youngson and his book, "Time to Care."

*SERVICE LEAGUE
REPORT*

Dr. Al Brooks reported there are 589 Medical Staff members which includes 340 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

During the month of February Lucy Hernandez, Community Outreach Project Manager, provided 17 hand hygiene presentations for students at Vallejo Mill elementary school in Fremont, Schilling elementary school in Newark, and Alvarado and Searles elementary schools in Union City. 419 students participated.

On Thursday, February 15th, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented "Women's Heart Health." 13 people attended.

On Wednesday, February 20th, Dr. Catherine Dao, cardiologist, presented "Heart Disease in Women." 51 people attended.

On Friday, February 22nd, Dr. Seema Sehgal, Psychiatry & Behavioral Sciences, presented Anxiety Disorders. 93 people attended.

On March 8th, Dr. Seema Sehgal presented Understanding Mood Disorders. 65 people attended.

On Friday, February 23rd, Washington Sports Medicine provided athletic trainers and hosted a first aid booth at the Special Olympics basketball tournament at Newark Memorial High School. 340 local athletes participated in this event.

On Saturday, February 24th, Prince of Peace and Our Savior Lutheran Church in Fremont hosted "Healthy Living in a Stress-Filled World." Lucy Hernandez provided blood pressure screenings and Luanne Sadueste, RN, conducted risk assessments for type 2 diabetes. More than 100 people visited the health information booth of which 32 were screened.

On Tuesday, March 13th, Dr. Stacey Barrie, obstetrician and gynecologist, and Dr. Mary Maish, thoracic surgeon presented "Solutions for Weight Management and Surgery Options for the Treatment of Obesity." 16 people attended

Upcoming Health Promotions & Community Outreach Events

On Thursday, March 15th, from 6 to 8 pm at the Washington Township Medical Foundation, Newark Clinic conference room, Dr. Tam Nguyen, family medicine, will present, "Obesity: Understand the Causes, Consequences and Prevention." This

seminar will also be presented at the Nakamura Clinic conference room in Union City on Wednesday, March 28th from 6 to 8 pm.

Also on Thursday, March 15th, from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, will present "Prioritizing Your Life - It's Time to Get Organized."

The Mental Health Education Series continues with expert speakers on various areas of mental health. Upcoming topics include:

- **March 22:** Understanding Psychotic Disorders, presented by Dr. Seema Sehgal.
- **April 5:** The Link between Substance Abuse and Mental Health Disorders, presented by Carmen Masson, PhD, UCSF
- **April 19:** When Depression Occurs with Other Medical Conditions, presented by Simone Madan, PhD, UCSF
- **May 3:** Mental Wellness, presented by Michele Williams-Smith, Senior Family Advocate, Family Education and Resource Center and Dr. Victoria Leiphart.
- **May 17:** Family Support: Caring for those with Mental Health Disorders, presented by Michele Williams-Smith, Senior Family Advocate, Family Education and Resource Center.

On Saturday, March 17th, from 10 am to 1 pm, Washington Hospital will host Stroke Awareness Day. This event screens community members for carotid artery blockage, atrial fibrillation in addition to cholesterol, glucose and blood pressure screenings. This event is co-sponsored by Fremont Bank Foundation.

On Tuesday, March 20th, from 6 to 8 pm at the Washington Township Medical Foundation, Newark Clinic conference room, Kristi Caracappa, Health Insurance Information Service Coordinator, will present, "New to Medicare? What you Need to Know." This seminar will also be presented at the Nakamura Clinic conference room in Union City on Wednesday, March 21st from 6 to 8 pm.

On Tuesday, April 3rd from 6 to 8 pm, Dr. Naveenpal Bhatti, emergency medicine, will present "Wound Care and the Latest Treatment Options."

On Tuesday, April 3rd, from 6 to 8 pm at the Washington Township Medical Foundation, Newark Clinic conference room, Dr. Jason Chu will present, "Respiratory Health and Lung Cancer Prevention and Detection." This seminar will also be presented at the Nakamura Clinic conference room in Union City on Tuesday, April 10th from 6 to 8 pm.

On Thursday, April 5th from 7 to 8 pm, as part of the Diabetes Matters Series, Dr. Amir Dastgah, podiatrist, will present, "Healthy Feet are Happy Feet."

On Saturday, April 14th from 10 am to 2 pm, Washington Hospital will host the 12th Annual Women's Health Conference. This event will feature topics such as female-specific stroke risk factors and prevention, an overview of improving your health and quality of life through surgery options, and tips for women to take action to

discover a confident healthy “you.” Dr. William Dugoni, Medical Director for the Washington Women’s Center will provide an update on the Washington Women’s Center.

Washington Hospital Healthcare Foundation

The Foundation will host the 33rd Annual Golf Tournament at Castlewood Country Club on Thursday, May 3rd. Held in memory of long-time Fremont businessman, Gene Angelo Pessagno, the tournament promises a day of great golf and fun surprises.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

Joshanne Chiang and the Fight Cancer Club at Milpitas High School recently made a heart-felt donation of craft flowers, playdough, and hand-made cards to the infusion center and the UCSF – Washington Cancer Center. The flowers are decorating both the infusion center and the clinic and the cards and playdough gifts are given to patients.

Washington Township Healthcare District Board of Directors

Washington Township Healthcare District Board Members attended the Fremont Education Foundation’s Excellence in Education Gala on February 23rd and Abode Services’ Journey Home Breakfast on March 2nd.

*WASHINGTON
TOWNSHIP
HEALTHCARE
DISTRICT:
Board of Directors*

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

Washington on Wheels (WOW) mobile health clinic is temporarily in Santa Rosa, California, helping support our North Bay neighbors who were devastated by October’s wild fires. Santa Rosa Community Health serves 50,000 patients annually. The wild fires caused extensive fire, smoke and water damage to its largest clinic, Vista Campus, and resulted in the loss of 56 patient exam rooms. The urgent need for temporary clinic space is the reason that WOW is now in Santa Rosa. Our mobile health clinic provides two temporary exam rooms. The mobile health clinic is expected to return to the District at the end of March.

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

Internet and Social Media Marketing

Washington Hospital’s website serves as a central source of information for the communities the District serves and beyond. The most viewed page was About WHHS.

*HOSPITAL
CALENDAR:
Internet and Social
Media Marketing*

InHealth - Channel 78

During the month of February, Washington Hospital’s cable channel 78, InHealth, captured new programming including a Health and Wellness program titled “Women’s Heart Health” and two Mental Health Education Series programs called “Crisis Intervention” and “Understanding Anxiety Disorders.” In addition, InHealth aired the January Citizens' Bond Oversight Committee Meeting and February’s Board of Director’s Meeting.

*HOSPITAL
CALENDAR:
InHealth*

Employee of the Month

Our March Employee of the Month is Sherry Harrington who joined the Washington Hospital Staff in 1999 as a Respiratory Care Equipment Technician while studying to become a respiratory therapist. At WHHS she had worked as a respiratory

*HOSPITAL
CALENDAR:
Employee of the Month –
Sherry Harrington*

therapist, cardiac rehab exercise therapist, and currently works with outpatients in the pulmonary rehab program.

Nancy Farber introduced Nicholas Legge, Assistant Chief, System Operations and Management Support Services who presented an update on Value Stream and Kaizen Workshops conducted in Perioperative Services – Elective Neuro Surgery. He reviewed the Value Stream Mapping done in May 2017 which was a critical exercise to designing the future state of elective neurosurgery. The first workshop was a 5S held in July 2017 which focused on the Equipment Room, Core Supply and Anesthesia Room. The second workshop focused on pre-op testing with a focus on improving the patient experience while reducing last minute cancelations.

*LEAN UPDATE
Nicholas Legge*

The third workshop, held in November 2017, focused on surgery scheduling standard form for physicians, clinic standard work for surgery scheduling, OR scheduling standard work, and Epic technology improvements. The fourth workshop, held in January 2018, concentrated on the physician/case preference cards which are critical for accurate scheduling, set up, patient positioning, and supply for cases. The fifth workshop was held March 2018 and focused on room turnover and set up.

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of the first floor X-Ray room floor prep; installation of Terazzo flooring on the first floor; second floor north west CCU; second floor atrium flooring; second floor staff lounge; WON door installation second and third floors; steel structure erected for south side entry canopy for new ED; most covers concrete placement; forming and rebar for stairs at north east entry; north side paving and base demolition; base rock placed for concrete slab at new loading dock; concrete roof deck placement for new loading dock; and ending with the Site View.

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the American College of Surgeons National Surgical Quality Improvement Program 2018 Update. Washington Hospital received “Exemplary Status” for ranking in the top 10% of hospitals with lowest mortality rate having a statistically significantly lower observed rate of mortality than what was expected and for ranking in the top 10% of hospitals with lowest complications having a statistically significantly lower observed rate of 30-day morbidity (complications) than what was expected. Washington Hospital had a lower rate of unplanned, 30-day all cause surgical readmissions than expected and a lower rate of unplanned returns to the Operating Room within 30 days of surgery compared to the expected rate as well as a lower rate of respiratory complications compared to the expected rate.

*QUALITY REPORT:
American College of
Surgeons: National
Surgical Quality
Improvement Program
2018 Update*

Washington Hospital received “Exemplary Status” for ranking in the top 10% of hospitals with lowest surgical site infections having a significantly lower rate of surgical site infections and a lower rate of urinary tract infections, sepsis, and C.diff infections compared to the expected rate; for ranking in the top 10% of hospitals with lowest mortality in general surgery having a statistically significantly lower mortality and lower complications, infections, renal failure and readmissions than what was expected; and for ranking in the top 10% of hospitals with lowest

morbidity, renal failure and urinary tract infections in cardiac surgery having a statistically significantly lower morbidity, renal failure and urinary tract infection rate, and lower surgical site infections, readmissions and ventilator duration over 48 hours rate than what was expected.

Washington Hospital received "Exemplary Status" for ranking in the top 10% of hospitals with lowest rates of readmissions and urinary tract infections in orthopedic surgery for knee replacement having a statistically significantly lower readmission and urinary tract infection rates and lower complications, surgical site infections, and blood clots in the 30 days post-surgery compared to what was expected and for ranking in the top 10% of hospitals with lowest rates of complications among hip replacement patients having a statistically significantly less complications and lower rates of blood clots, infections and readmissions in the 30 days post-surgery compared to what was expected.

Chris Henry, Chief Financial Officer, presented the Finance Report for January 2018. The average daily census was 185.6 with admissions of 1,204 resulting in 5,753 patient days. Outpatient observation equivalent days were 128. The average length of stay was 4.90 days. The case mix index was 1.424. Deliveries were 134. Surgical cases were 381. Joint Replacement cases were 163. Neurosurgical cases were 21. Cardiac Surgical cases were 7. The Outpatient visits were 7,292 and Emergency visits were 4,954. Total productive FTEs were 1,294.7. FTEs per adjusted occupied bed were 6.05.

FINANCE REPORT

Nancy Farber presented the Hospital Operations Report for February 2018. Preliminary information indicated gross revenue for the month of February at approximately \$159,440,000. The Average Length of Stay of 4.64 and there were 4,767 patient days. There were 365 Surgical Cases and 287 Cath Lab procedures at the Hospital. Deliveries for February were 143. Non-Emergency Outpatient visits were 6,902. FTEs per Adjusted Occupied Bed were 6.38. The Washington Outpatient Surgery Center had 413 cases and the clinics saw approximately 3,286 patients.

*HOSPITAL
OPERATIONS REPORT*

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer enter into the necessary contracts to proceed with the purchase of the Medtronic External Pacemaker Generators for an amount not to exceed \$119,000.00.

*CONSIDERATION OF
MEDTRONICS
EXTERNAL
PACEMAKER
GENERATORS*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of End Tidal CO2 Modules in an amount not to exceed \$42,000.00.

*CONSIDERATION OF
PHILIPS END TIDAL
CO2 (ETCO2)
MODULES*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of four Giraffe Warmers for the Special Care Nursery for a total amount not to exceed \$90,933.05.

*CONSIDERATION OF
GIRAFFE WARMER:
SPECIAL CARE
NURSERY*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

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 7:43 pm, 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 8:18 pm 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 8:18 pm.

ADJOURNMENT

Michael Wallace
President

William Nicholson, MD
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, March 26, 2018 in the Board Room, 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; Jacob Eapen, MD
Excused: Patricia Danielson, RHIT; Michael Wallace

ROLL CALL

Also present: Timothy Tsoi, MD; Kranthi Achanta, MD; Peter Lunny, MD; Jan Henstorf, MD; Albert Brooks, MD; John Romano, MD; Kimberly Hartz, Sr. Associate Administrator; Stephanie Williams, Associate Administrator

There were no oral or written communications.

COMMUNICATIONS

Director Stewart 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 Stewart reconvened the meeting to open session at 9:00 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 was adjourned at 9:00 a.m.

ADJOURNMENT

Michael Wallace
President

William Nicholson, MD
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, March 28, 2018 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace 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: Michael Wallace; Bernard Stewart, DDS; William Nicholson, MD; Jacob Eapen, MD
Excused: Patricia Danielson, RHIT

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Sr. Associate Administrator; Ed Fayen, Sr. Associate Administrator; Chris Henry, Sr. Associate Administrator; Stephanie Williams, Associate Administrator; Paul Kozachenko, Attorney; Dee Antonio, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and California Government Code 54957, Director Wallace adjourned the meeting to closed session at 6:10 p.m., as the discussion pertained to Hospital trade secrets, personnel matters, and Conference with Legal Counsel regarding existing litigation pursuant to California Government Code Section 54956.9.

ADJOURN TO CLOSED SESSION

Director Wallace reconvened the meeting to open session at 7:54 p.m. and reported no reportable action was taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

In accordance with District Law, Policies and Procedures, Director Eapen moved for the denial of a claim presented on March 19, 2018 on behalf of Brandon Reed and that the Chief Executive Officer be directed to provide notice in accordance with government code section 94956.

CONSIDERATION OF CLAIM: BRANDON REED

Director Stewart seconded the motion.

Roll call was taken:

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

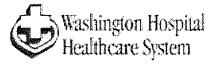
The motion carried.

There being no further business, Director Wallace adjourned the meeting at 7:56 p.m.

ADJOURNMENT

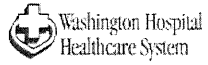
Michael Wallace
President

William Nicholson, MD
Secretary



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

February 2018



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
February 2018**

<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: April 5, 2018
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – February 2017
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	February <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
Average Daily Census	170.3	186.6	165.4
# of Admissions	1,015	1,030	1,054
Patient Days	4,767	5,226	5,030
Discharge ALOS	4.64	5.07	4.77

<u>OUTPATIENT:</u>	February <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
OP Visits	6,849	6,552	7,198
ER Visits	4,175	4,183	4,436
Observation Equivalent Days – OP	110	182	146

Comparison of February acute inpatient statistics to those of the budget showed a lower 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 higher than budget. Emergency Room visits were below budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 119.0 below budget. Total productive FTEs for February were 1,262.3, 122.8 below the budgeted level of 1,385.1. Nonproductive FTEs were 3.8 above budget. Productive FTEs per adjusted occupied bed were 5.57, 0.11 below the budgeted level of 5.68. Total FTEs per adjusted occupied bed were 6.39, 0.04 below the budgeted level of 6.43.

3. Income - Schedule Board 1

For the month of February the Hospital realized income of \$2,172,000 from operations.

Total Gross Patient Service Revenue of \$159,440,000 for February was 7.7% below budget.

Deductions from Revenue of \$119,527,000 represented 74.97% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 77.09%, due to favorable payor mix and the reduction of previously recorded RAC reserves.

Total Operating Revenue of \$40,379,000 was \$269,000 (0.7%) above the budget.

Total Operating Expense of \$38,207,000 was \$2,134,000 (5.3%) below the budgeted amount.

The Total Non-Operating Income of \$1,193,000 for the month includes an unrealized loss on investments of \$446,000 and property tax revenue of \$1,356,000.

The Total Net Income for February was \$3,365,000, which was \$1,865,000 more than the budgeted income of \$1,500,000.

The Total Net Income for February 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 \$2,455,000 compared to budgeted income of \$145,000.

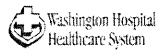
4. **Balance Sheet – Schedule Board 2**

Bond Debt Service Funds and Accrued Interest Payable decreased due to the February 1 semi-annual interest payments on the General Obligation Bonds.

There were no other noteworthy changes in assets and liabilities when compared to January 2017.

NANCY FARBER
Chief Executive Officer

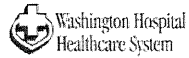
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WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 February 2018
GASB FORMAT
 (In thousands)

February				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 119,792	\$ 132,176	\$ (12,384)	-9.4%	2	\$ 1,001,805	\$ 1,009,916	\$ (8,111)	-0.8%
39,648	40,483	(835)	-2.1%	3	329,169	355,254	(26,085)	-7.3%
159,440	172,659	(13,219)	-7.7%	4	1,330,974	1,365,170	(34,196)	-2.5%
(119,527)	(133,105)	13,578	10.2%	5	(1,003,975)	(1,049,527)	45,552	4.3%
74.97%	77.09%			6	75.43%	76.88%		
39,913	39,554	359	0.9%	7	326,999	315,643	11,356	3.6%
466	556	(90)	-16.2%	8	7,811	8,245	(434)	-5.3%
40,379	40,110	269	0.7%	9	334,810	323,888	10,922	3.4%
				10	OPERATING EXPENSES			
15,334	16,672	1,338	8.0%	11	130,206	132,373	2,167	1.6%
5,594	6,610	1,016	15.4%	12	49,378	47,880	(1,498)	-3.1%
4,929	4,646	(283)	-6.1%	13	35,983	36,998	1,015	2.7%
4,493	4,327	(166)	-3.8%	14	37,597	35,659	(1,938)	-5.4%
1,447	1,505	58	3.9%	15	11,077	11,942	865	7.2%
3,196	3,108	(88)	-2.8%	16	28,022	24,573	(3,449)	-14.0%
2,678	2,876	198	6.9%	17	22,229	22,427	198	0.9%
536	597	61	10.2%	18	4,814	4,905	91	1.9%
38,207	40,341	2,134	5.3%	19	319,306	316,757	(2,549)	-0.8%
2,172	(231)	2,403	1040.3%	20	15,504	7,131	8,373	117.4%
5.38%	-0.58%			21	4.63%	2.20%		
				22	NON-OPERATING INCOME & (EXPENSE)			
271	255	16	6.3%	23	2,195	2,227	(32)	-1.4%
(40)	-	(40)	0.0%	24	(226)	-	(226)	0.0%
236	305	(69)	-22.6%	25	1,959	2,446	(487)	-19.9%
(184)	(184)	-	0.0%	26	(1,475)	(1,475)	-	0.0%
1,356	1,355	1	0.1%	27	10,836	10,818	18	0.2%
(446)	-	(446)	0.0%	28	(2,211)	-	(2,211)	0.0%
1,193	1,731	(538)	-31.1%	29	11,078	14,016	(2,938)	-21.0%
\$ 3,365	\$ 1,500	\$ 1,865	124.3%	30	\$ 26,582	\$ 21,147	\$ 5,435	25.7%
8.33%	3.74%			31	7.94%	6.53%		
				32	NET INCOME (LOSS) USING FASB PRINCIPLES**			
\$ 2,455	\$ 145	\$ 2,310	1593.1%		\$ 17,957	\$ 10,329	\$ 7,628	73.9%
6.08%	0.36%				5.36%	3.19%		

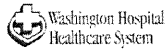
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN(LOSS) ON INVESTMENTS



WASHINGTON HOSPITAL
BALANCE SHEET
 February 2018
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			February 2018	Audited June 2017	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			February 2018	Audited June 2017
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS	\$ 35,330	\$ 49,180	1	CURRENT MATURITIES OF L/T OBLIG	\$ 7,226	\$ 5,306		
2	ACCOUNTS REC NET OF ALLOWANCES	57,098	61,160	2	ACCOUNTS PAYABLE	34,701	42,211		
3	OTHER CURRENT ASSETS	13,659	7,728	3	OTHER ACCRUED LIABILITIES	58,944	55,681		
4	TOTAL CURRENT ASSETS	106,087	118,068	4	INTEREST	3,189	10,245		
				5	TOTAL CURRENT LIABILITIES	104,060	113,443		
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	169,050	141,155	6	REVENUE BONDS AND OTHER	231,762	238,414		
7	GENERAL OBLIGATION BOND FUNDS	34,898	73,744	7	GENERAL OBLIGATION BONDS	338,995	340,646		
8	REVENUE BOND FUNDS	47,245	46,956						
9	BOND DEBT SERVICE FUNDS	9,355	24,812	OTHER LIABILITIES					
10	OTHER ASSETS LIMITED AS TO USE	15,191	15,427	10	NET PENSION LIABILITY	44,939	61,754		
11	TOTAL ASSETS LIMITED AS TO USE	275,739	302,094	11	WORKERS' COMP	9,157	8,671		
13	OTHER ASSETS	168,859	156,106	12	SUPPLEMENTAL MEDICAL RETIREMENT	43,328	41,235		
14	NET PROPERTY, PLANT & EQUIPMENT	694,260	668,477	14	NET POSITION	491,851	465,268		
15	TOTAL ASSETS	\$ 1,244,945	\$ 1,244,745	15	TOTAL LIABILITIES AND NET POSITION	\$ 1,264,092	\$ 1,269,431		
16	DEFERRED OUTFLOWS	23,971	33,232	16	DEFERRED INFLOWS	4,824	8,546		
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,268,916	\$ 1,277,977	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,268,916	\$ 1,277,977		



**WASHINGTON HOSPITAL
OPERATING INDICATORS
February 2018**

12 MONTH AVERAGE	February						YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
	<u>PATIENTS IN HOSPITAL</u>										
165.4	170.3	186.6	(16.3)	-9%	1	ADULT & PEDS AVERAGE DAILY CENSUS	161.5	164.1	(2.6)	-2%	
4.8	3.9	6.5	(2.6)	-40%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	4.3	6.5	(2.2)	-34%	
9.9	10.0	10.4	(0.4)	-4%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	9.7	10.8	(1.1)	-10%	
180.1	184.2	203.5	(19.3)	-9%	4	TOTAL	175.5	181.4	(5.9)	-3%	
4.1	3.6	5.0	(1.4)	-28%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.2	4.8	(0.6)	-13%	
5,030	4,767	5,226	(459)	-9%	6	ADULT & PEDS PATIENT DAYS	39,234	39,885	(651)	-2%	
1,054	1,015	1,030	(15)	-1%	7	ADMISSIONS-ADULTS & PEDS	8,382	8,014	368	5%	
4.77	4.64	5.07	(0.43)	-8%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.61	4.98	(0.37)	-7%	
	<u>OTHER KEY UTILIZATION STATISTICS</u>										
1.501	1.414	1.531	(0.117)	-8%	9	OVERALL CASE MIX INDEX (CMI)	1.477	1.531	(0.054)	-4%	
	<u>SURGICAL CASES</u>										
138	150	133	17	13%	10	JOINT REPLACEMENT CASES	1,081	1,080	1	0%	
25	15	25	(10)	-40%	11	NEURO SURGICAL CASES	193	206	(13)	-6%	
10	11	14	(3)	-21%	12	CARDIAC SURGICAL CASES	77	85	(8)	-9%	
186	189	172	17	10%	13	GENERAL SURGICAL CASES	1,444	1,579	(135)	-9%	
359	365	344	21	6%	14	TOTAL SURGICAL CASES	2,795	2,950	(155)	-5%	
337	287	343	(56)	-16%	15	TOTAL CATH LAB PROCEDURES	2,582	2,626	(44)	-2%	
143	143	132	11	8%	16	DELIVERIES	1,145	1,181	(36)	-3%	
7,198	6,849	6,552	297	5%	17	OUTPATIENT VISITS	57,587	55,511	2,076	4%	
4,436	4,175	4,183	(8)	0%	18	EMERGENCY VISITS	34,918	35,066	(148)	0%	
	<u>LABOR INDICATORS</u>										
1,255.1	1,262.3	1,385.1	122.8	9%	19	PRODUCTIVE FTE'S	1,245.1	1,273.4	28.3	2%	
180.9	186.7	182.9	(3.8)	-2%	20	NON PRODUCTIVE FTE'S	190.5	194.7	4.2	2%	
1,436.0	1,449.0	1,568.0	119.0	8%	21	TOTAL FTE'S	1,435.6	1,468.1	32.5	2%	
5.72	5.57	5.68	0.11	2%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.80	5.74	(0.06)	-1%	
6.54	6.39	6.43	0.04	1%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.69	6.62	(0.07)	-1%	

* included in Adult and Peds Average Daily Census