



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, May 9, 2018 – 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 | Dee Antonio
District Clerk |
| III. EDUCATION SESSION:
Alameda County Fair Junior Livestock Auction | Members of 4H and FFA |
| IV. CONSIDERATION OF MINUTES
April 11, 16, 23, and 25, 2018 | <i>Motion Required</i> |
| V. COMMUNICATIONS | |
| A. Oral | |
| B. Written
From Timothy Tsoi, MD Chief of Staff,
dated April 23, 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:
Information Services Lean Journey | John Lee
Chief Information Officer |

- | | | |
|----|--|--|
| E. | Construction Report | Ed Fayen
Senior Associate Administrator |
| F. | Quality Report:
Quality Dashboard: Quarter Ending March
2018 | Mary Bowron, DNP, RN, CIC
Senior Director of Quality & Resource
Management |
| G. | Finance Report | Chris Henry
Senior Associate Administrator and
Chief Financial Officer |
| H. | Hospital Operations Report | Nancy Farber
Chief Executive Officer |

VII. ACTION

- A. Resolution No. 1186: Resolution and Order of the Board of Directors of Washington Township Health Care District of Alameda County, State of California, Calling a District General Election to be Held in Washington Township Health Care District on November 6, 2018 *Motions Required*
- B. Resolution No. 1187: Resolution Ordering the Consolidation of the Health Care District General Election to be Held in Washington Township Health Care District of Alameda County, State of California on November 6, 2018, and Requesting the Board of Supervisors on the County of Alameda to Consolidate Said Health Care District General Election with Said Statewide General Election, Insofar as the Territory in which Said Elections Are to be Held Is the Same
- C. Consideration of Copier Replacement
- D. Consideration of ADP Systems Upgrade
- E. Consideration of Inclusion of Sales Tax Costs to SCN Giraffe Warmer Purchase

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

Board Meeting Agenda

May 9, 2018

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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

**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, April 11, 2018 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Stewart 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: Bernard Stewart, DDS; Jacob Eapen, MD; William Nicholson, MD. Directors absent: Michael Wallace; Patricia Danielson, RHIT

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Timothy Tsoi, Chief of Staff; Jeannie Yee, Service League President; Dee Antonio, District Clerk

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

Nancy Farber, Chief Executive Officer introduced Teng Lee, MD, Associate Professor of Surgery in the Division of Adult Cardiothoracic Surgery at UCSF.

*EDUCATION SESSION:
Minimally Invasive
Approaches in
Cardiothoracic Surgery*

Dr. Lee reviewed the transformation of cardiovascular surgery from the 1920s to present time, citing the benefits of minimally invasive cardiac surgery as less pain, earlier recovery, and expansion of services to older, sicker patients who are not able to tolerate traditional surgery.

Dr. Lee explained the mechanics of the Aorta via diagram and discussed the treatment of Thoracic Aortic Aneurysm by dissection via diagram and video noting that the repair of complex aortic disease is currently done at UCSF and will hopefully come to Washington Hospital in the future. Dr. Lee also talked about the repair of complex aortic disease, extensive aortic aneurysms and dissections. He discussed the anatomy of Aortic Stenosis and its management which includes medications, interventional (balloon valvuloplasty), surgery, and TAVR (Transcatheter Aortic Valve Replacement). Dr. Lee demonstrated the TAVR procedure via video and discussed the benefits to the patient for TAVR versus open surgery.

Director Nicholson moved for approval of the minutes of March 14, 26, and 28, 2018.

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

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – absent
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 Timothy Tsoi, MD, Chief of Staff, dated March 26, 2018 requesting approval of Medical Staff Credentialing

*COMMUNICATIONS:
WRITTEN*

Action Items as follows:

Reappointments – Two Year

Annadurai, Bala MD; Chang, Andy MD; Chang, Shurong MD; Cheng, Jye-Shern MD; Franco, Kelly NP; Hsu, Susan MD; Lin, Mimi MD; Miranda, Gabriel MD; Naign, Lin MD; Ray, Vincent MD; Roe, Bernadita NP; Steckel, Thomas MD; Tsai, Vivian MD

Reappointments – One Year

Malek, Reza MD

Transfer in Staff Category

Lee, David MD; Moran-Gates, Taylor MD; Perez, Carlos MD; Sheh, Bryant MD

Completion of Proctoring & Advancement in Staff Category

Lee, David MD; Moran-Gates, Taylor MD; Perez, Carlos MD; Sheh, Bryant MD

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category

Bennett, Janelle MD

Delete Privilege Requests

Tsai, Shirley MD

Withdrawal of Application

Lee, Joshua MD

Resignations

Gray, Johann MD

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

Director Eapen seconded the motion.

Roll call was taken:

Michael Wallace – absent
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 Nursing Unit Assist Volunteer Program whereby the volunteer's role is to free up the nurses and staff with non-clinical support by answering call lights, restocking supplies and serving as a patient companion.

*SERVICE LEAGUE
REPORT*

Dr. Timothy Tsoi reported there are 586 Medical Staff members which includes 340 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

Past Health Promotions & Outreach Events

During the month of March, Lucy Hernandez, Community Outreach Project Manager, provided nine hand hygiene presentations for students at Mattos and Warwick elementary schools in Fremont. 249 students participated.

On March 15th and 28th, Dr. Tam Nguyen, family medicine, presented, "Obesity: Understand the Causes, Consequences and Prevention." Seventeen people attended.

Also on Thursday, March 15th, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented "Prioritizing Your Life - It's Time to Get Organized." Eleven people attended.

On Saturday, March 17th Washington Hospital hosted Stroke Awareness Day. This free event screened community members for carotid artery blockage, atrial fibrillation as well as cholesterol, glucose and blood pressure screenings. Dr. Jack Rose, neurologist and neurointensivist, provided results interpretation. Washington Hospital staff, volunteers from San Jose State School of Nursing and the Washington Hospital Service League assisted to make this event a success. There were 87 community members screened. Of those 87, 15 were found to have mild blockages and 27 others were found to be at high risk for stroke based on other risk factors.

On Tuesday, March 20th, as part of the Speaker's Bureau program, Father Jeff Finley, Palliative Care Coordinator, presented "Palliative Care: What you Need to Know," to members of St. Joseph Parish. 32 people attended

On Thursday, March 22nd, as part of the Mental Health Education series, Dr. Seema Sehgal presented, "Understanding Psychotic Disorders". 47 people attended.

On Tuesday, March 27th Washington Hospital Outpatient Diabetes staff celebrated Diabetes Alert Day. The event aims to raise awareness of the seriousness of diabetes, particularly when left undiagnosed or untreated. 143 people were screened.

On April 3rd and 10th, Dr. Jason Chu presented, "Respiratory Health and Lung Cancer Prevention and Detection." 20 people attended.

Also on Tuesday, April 3rd Dr. Naveenpal Bhatti, emergency medicine and wound care specialist, presented "Wound Care and the Latest Treatment Options." 16 people attended.

On Thursday, April 5th, as part of the Diabetes Matters Series, Vida Reed, RN, hosted a questions and answers session on "Diabetic Foot Care." 22 people attended.

Upcoming Health Promotions & Community Outreach Events

On Thursday, April 12th, from 6 to 8 pm at the Washington Township Medical

Foundation, Newark Clinic conference room, Dr. Victoria Leiphart will present, "Stress Management." This seminar will also be presented at the Nakamura Clinic conference room in Union City on Thursday, April 26th from 6 to 8 pm.

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."

On Tuesday, April 17th from 10 am to noon, as part of the Stroke Education Series, Melissa Reyes will present "Stroke Prevention."

Also on Tuesday, April 17th from 6 to 8 pm Dr. Amir Dastgah, podiatrist, will present *Sick Feet? A Health & Wellness* seminar about care for your feet and treatment options through the Washington Center for Wound Healing and Hyperbaric Medicine.

On Thursday, April 19th from 6:30 to 8 pm, as part of the Mental Health Education, Dr. Simone Madan, PhD, UCSF will present "When Depression Occurs with Other Medical Conditions." Other upcoming seminars include:

- **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.

Also on Thursday, April 19th, from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, will present "Reclaiming Your Confidence: Body Image and Self Esteem."

In celebration of Earth Day, Washington Hospital is hosting: *Let's Go Green Together* on Saturday April 21st, from 11 am to 3 pm.

On Tuesday, April 24th from 10 am to noon, as part of the Stroke Education Series, Melissa Reyes will present "Life After Stroke."

On Friday, May 4th, Washington Sports Medicine will provide athletic trainers and host a first aid booth at the Special Olympics track tournament at James Logan High School in Union City.

Washington Hospital Healthcare Foundation

The Foundation will host the 33rd Annual Golf Tournament at Castlewood Country Club on Thursday, May 3rd.

Washington Township Healthcare District Board of Directors

Washington Township Healthcare District Board Members attended the Alameda County Special Districts Association's annual dinner on March 22nd, the Indo-

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

*WASHINGTON
TOWNSHIP
HEALTHCARE
DISTRICT:*

American Community Federation's Unity Dinner on March 23rd, the Fremont Chamber of Commerce's State of the City address given by Mayor Lily Mei on March 28th and the Drivers for Survivors Annual Gala on April 7th.

Board of Directors

W.H.E.A

During the month of March, WHEA conducted their annual "Sock and Undie" drive. This event is held to collect personal items for the homeless. WHEA collected packs of assorted socks, under garments and other personal items for ABODE Services and SAVE.

*HOSPITAL CALENDAR:
Washington Hospital
Employees Association
(WHEA)*

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 in mid-April.

*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 March, Washington Hospital's cable channel 78, InHealth, captured new programming including two Mental Health Education Series programs called "Understanding Mood Disorders" and "Understanding Psychotic Disorders." In addition, InHealth aired two Health and Wellness programs titled "Women's Heart Health" and "Solutions for Weight Management & Surgery Options", two Mental Health Education Series programs called "Crisis Intervention" and "Understanding Anxiety Disorders" and the March Board of Director's Meeting.

*HOSPITAL CALENDAR:
InHealth*

Employee of the Month

Our April Employee of the Month is Patricia Latimer who joined the Washington Hospital Staff in 2006 as a per diem patient accounting representative. She became fulltime in 2008

*HOSPITAL CALENDAR:
Employee of the Month –
Patricia Latimer*

Nancy Farber introduced Donald Pipkin, Chief of Strategic Management. Mr. Pipkin presented a Lean Certificate and Pin to Angus Cochran and Gisela Hernandez upon completion of their Lean Certification Training. This is a 12-18 month process that requires proficiency in Lean concepts and tools. To date, we have certified thirty-one Managers and two Physicians.

*LEAN UPDATE
Presentation of Lean
Certificates and Pins*

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of the first floor X-Ray room; main lobby terrazzo flooring; installation of glazing, main lobby atrium; glazing and railing installation at

*CONSTRUCTION
REPORT
Construction Update*

second floor atrium; west side garden area landscaping; third floor waiting room; passageway, steel structure and concrete slab at new loading dock; concrete stairs and ramp at north east entry; east side entry canopy; north side underground utilities; construction of retaining walls at south ED entrance drive; and ending with the Site View.

Nancy Farber, CEO introduced Dr. Kadeer Halimi, Medical Director fo the Emergency Department and Brenda Brennan, Assistant Chief Nursing Officer. Dr. Halimi began his presentation with a review of the increasing emergency department visits. He reported a daily average of 146 patients per day with the highest volume of visits seen in January 2017. He presented statistics for calendar year which showed an average one in seven ED visits for influenza-like illness.

*QUALITY REPORT:
Emergency Department
Clinical Operations: A
Change for the Better*

WHHS had the fourth highest number of transports, the fastest transfer of care among high volume acute care EDs in Alameda County, and was ranked fastest for ambulance patient offload time (9 out of 10 patients had an offload time in <20 minutes). It was noted that the Washington Hospital SART program is one of the two programs serving Alameda County with seven SART trained ED nurses.

Ms. Brennan reported on the Emergency Department Clinical Operations Committee whose purpose is to foster the development and sustainment of quality service, clinical excellence, and efficiency of care in the Emergency Department. She presented a background on the opioid crisis which began with the Joint Commission standards for pain care requiring physicians to treat chronic pain with opioids which, in turn, resulted in a national opioid crisis. Ms. Brennan talked about managing opioid prescriptions at Washington Hospital and WHHS' participation in the Alameda County Safe Prescribing Initiative. '00% of the ER physicians are enrolled in the CURES program which provides access to prescription history.

Ms. Brennan discussed the contracting of a consulting group, "Quality Matters," to optimize patient flow, improve quality and help with transition to the new building. Sustaining change through Kaizen was discussed and Ms. Brennan presented the Surge Planning protocols. She reviewed fast track visits and talked about the declining rate of patients who leave without being seen. It was noted that WHHS has achieved Quest for Zero award for the fifth consecutive year.

Chris Henry, Chief Financial Officer, presented the Finance Report for February 2018. The average daily census was 170.3 with admissions of 1,015 resulting in 4,767 patient days. Outpatient observation equivalent days were 110. The average length of stay was 4.64 days. The case mix index was 1.414. Deliveries were 143. Surgical cases were 365. Joint Replacement cases were 150. Neurosurgical cases were 15. Cardiac Surgical cases were 11. The Outpatient visits were 6,849 and Emergency visits were 4,175. Total productive FTEs were 1,262.3. FTEs per adjusted occupied bed were 6.39.

FINANCE REPORT

Nancy Farber presented the Hospital Operations Report for March 2018. Preliminary information indicated gross revenue for the month of March at approximately \$172,958,000. The Average Length of Stay of 4.66 and there were 5,245 patient days. There were 376 Surgical Cases and 348 Cath Lab procedures at the Hospital. Deliveries for February were 145. Non-Emergency Outpatient visits were 7,738. FTEs per Adjusted Occupied Bed were 6.46. The Washington Outpatient Surgery Center had 533 cases and the clinics saw approximately 3,777 patients. Total Government Sponsored Preliminary Payor Mix was 74.4%, above the budget of 72.5%.

*HOSPITAL
OPERATIONS REPORT*

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Stewart adjourned the meeting to closed session at 7:33 pm, as the discussion pertained to Hospital trade secrets, Human Resources matters, and Risk Management.

*ADJOURN TO CLOSED
SESSION*

Director Stewart reconvened the meeting to open session at 8:00 pm and reported no action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Stewart adjourned the meeting at 8:00 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, April 16, 2018 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:03 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

Roll call was taken. Directors present: 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; Tina Nunez, 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 6:03 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 6:58 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 Stewart moved that the Chief Executive Officer be authorized to enter into the necessary contracts and proceed with the purchase of Digital Displays for the Pneumatic Tube System for an amount not to exceed \$65,000.

CONSIDERATION OF PNEUMATIC TUBE SYSTEM DIGITAL DISPLAYS

Director Nicholson 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 6:59 p.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 Monday, April 23, 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; Nancy Farber, Chief Executive Officer; 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, April 25, 2018 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:03 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

Roll call was taken. Directors present: 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; Larry Tramutola, Consultant; 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 7:44 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 Stewart moved for the denial of a claim presented on March 29, 2018 on behalf of Carrie Sawyer (Deceased) and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6.

CONSIDERATION OF CLAIM: CARRIE SAWYER

Director Nicholson 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.

In accordance with District Law, Policies and Procedures, Director Stewart moved for the denial of a claim presented on March 19, 2018 on behalf of Donald Phillips and that the Chief Executive Officer be directed to provide notice in accordance with government code section 911.4 to 912.2 inclusive and 945.6..

Director Nicholson seconded the motion.

Roll call was taken:

Michael Wallace – aye
Bernard Stewart, DDS – aye
William Nicholson, MD – aye

Board of Directors' Meeting
April 25, 2018
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Jacob Eapen, MD – aye
Patricia Danielson, RHIT – absent

The motion carried.

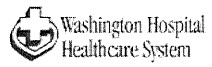
There being no further business, Director Wallace adjourned the meeting at 7:06
p.m.

ADJOURNMENT

Michael Wallace
President

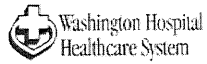
William Nicholson, MD
Secretary

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WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

March 2018



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
March 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: May 3, 2018
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – March 2017
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	<u>March Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	169.2	185.1	163.3
# of Admissions	1,085	1,130	1,048
Patient Days	5,245	5,737	4,964
Discharge ALOS	4.66	5.08	4.69

<u>OUTPATIENT:</u>	<u>March Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,740	8,014	7,197
ER Visits	4,490	4,715	4,422
Observation Equivalent Days – OP	138	219	139

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

2. **Staffing – Schedule Board 3**

Total paid FTEs were 103.4 below budget. Total productive FTEs for March were 1,307.8, 86.2 below the budgeted level of 1,394.0. Nonproductive FTEs were 17.2 below budget. Productive FTEs per adjusted occupied bed were 5.84, 0.21 above the budgeted level of 5.63. Total FTEs per adjusted occupied bed were 6.46, 0.21 above the budgeted level of 6.25.

3. **Income - Schedule Board 1**

For the month of March the Hospital realized income of \$2,147,000 from operations.

Total Gross Patient Service Revenue of \$172,958,000 for March was 10.5% below budget.

Deductions from Revenue of \$131,718,000 represented 76.16% 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 \$42,181,000 was \$2,660,000 (5.9%) below the budget.

Total Operating Expense of \$40,034,000 was \$2,432,000 (5.7%) below the budgeted amount.

The Total Non-Operating Income of \$1,796,000 for the month includes an unrealized gain on investments of \$132,000 and property tax revenue of \$1,356,000.

The Total Net Income for March was \$3,943,000, which was \$204,000 less than the budgeted income of \$4,147,000.

The Total Net Income for March using FASB accounting principles, in which the unrealized income on investments and property tax revenues are removed from the non-operating income and expense, was \$2,455,000 compared to budgeted income of \$2,792,000.

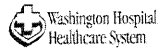
4. **Balance Sheet – Schedule Board 2**

Prepaid expenses and other receivables decreased by \$3.6 million in March, primarily due to receipt of the cash related to the \$4.1 million receivable from the Washington Hospital Healthcare Foundation for its 2018 donation to the Hospital.

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

NANCY FARBER
Chief Executive Officer

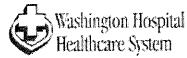
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WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 March 2018
GASB FORMAT
 (In thousands)

March				YEAR TO DATE			
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE		
\$ 130,746	\$ 144,395	\$ (13,649)	-9.5%	2	INPATIENT REVENUE	\$ 1,132,551	\$ 1,154,311 \$ (21,760) -1.9%
42,212	48,888	(6,676)	-13.7%	3	OUTPATIENT REVENUE	371,381	404,142 (32,761) -8.1%
172,958	193,283	(20,325)	-10.5%	4	TOTAL PATIENT REVENUE	1,503,932	1,558,453 (54,521) -3.5%
(131,718)	(148,997)	17,279	11.6%	5	CONTRACTUAL ALLOWANCES	(1,135,693)	(1,198,524) 62,831 5.2%
76.16%	77.09%			6	CONTRACTUAL AS % OF REVENUE	75.51%	76.90%
41,240	44,286	(3,046)	-6.9%	7	NET PATIENT REVENUE	368,239	359,929 8,310 2.3%
941	555	386	69.5%	8	OTHER OPERATING INCOME	8,752	8,800 (48) -0.5%
42,181	44,841	(2,660)	-5.9%	9	TOTAL OPERATING REVENUE	376,991	368,729 8,262 2.2%
				10	OPERATING EXPENSES		
16,612	18,287	1,675	9.2%	11	SALARIES & WAGES	146,818	150,660 3,842 2.6%
5,730	6,085	355	5.8%	12	EMPLOYEE BENEFITS	55,108	53,965 (1,143) -2.1%
4,602	5,150	548	10.6%	13	SUPPLIES	40,585	42,148 1,563 3.7%
4,461	4,367	(94)	-2.2%	14	PURCHASED SERVICES & PROF FEES	42,058	40,026 (2,032) -5.1%
1,709	1,626	(83)	-5.1%	15	INSURANCE, UTILITIES & OTHER	12,786	13,568 782 5.8%
3,800	3,484	(316)	-9.1%	16	PROVISION FOR DOUBTFUL ACCOUNTS	31,822	28,057 (3,765) -13.4%
2,587	2,877	290	10.1%	17	DEPRECIATION	24,816	25,304 488 1.9%
533	590	57	9.7%	18	INTEREST EXPENSE	5,347	5,495 148 2.7%
40,034	42,466	2,432	5.7%	19	TOTAL OPERATING EXPENSE	359,340	359,223 (117) 0.0%
2,147	2,375	(228)	-9.6%	20	OPERATING INCOME (LOSS)	17,651	9,506 8,145 85.7%
5.09%	5.30%			21	OPERATING INCOME MARGIN %	4.68%	2.58%
				22	NON-OPERATING INCOME & (EXPENSE)		
316	294	22	7.5%	23	INVESTMENT INCOME	2,511	2,521 (10) -0.4%
(35)	-	(35)	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(261)	- (261) 0.0%
211	307	(96)	-31.3%	25	RENTAL INCOME, NET	2,170	2,753 (583) -21.2%
(184)	(184)	-	0.0%	26	AMORTIZATION OF INTANGIBLE ASSETS	(1,659)	(1,659) - 0.0%
1,356	1,355	1	0.1%	27	PROPERTY TAX REVENUE	12,192	12,173 19 0.2%
132	-	132	0.0%	28	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(2,079)	- (2,079) 0.0%
1,796	1,772	24	1.4%	29	TOTAL NON-OPERATING INCOME & EXPENSE	12,874	15,788 (2,914) -18.5%
\$ 3,943	\$ 4,147	\$ (204)	-4.9%	30	NET INCOME (LOSS)	\$ 30,525	\$ 25,294 \$ 5,231 20.7%
9.35%	9.25%			31	NET INCOME MARGIN %	8.10%	6.86%
				32	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 20,412	\$ 13,121 \$ 7,291 55.6%
5.82%	6.23%				NET INCOME MARGIN %	5.41%	3.56%

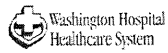
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



**WASHINGTON HOSPITAL
BALANCE SHEET**
March 2018
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS		March 2018	Audited June 2017	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		March 2018	Audited June 2017
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 31,220	\$ 49,180	1	CURRENT MATURITIES OF L/T OBLIG	\$ 7,226	\$ 5,306
2	ACCOUNTS REC NET OF ALLOWANCES	57,151	61,160	2	ACCOUNTS PAYABLE	33,791	42,211
3	OTHER CURRENT ASSETS	10,055	7,728	3	OTHER ACCRUED LIABILITIES	50,481	55,681
4	TOTAL CURRENT ASSETS	98,426	118,068	4	INTEREST	5,414	10,245
				5	TOTAL CURRENT LIABILITIES	96,912	113,443
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	172,382	141,155	6	REVENUE BONDS AND OTHER	231,689	238,414
7	GENERAL OBLIGATION BOND FUNDS	32,059	73,744	7	GENERAL OBLIGATION BONDS	338,931	340,646
8	REVENUE BOND FUNDS	47,253	46,956				
9	BOND DEBT SERVICE FUNDS	9,364	24,812	OTHER LIABILITIES			
10	OTHER ASSETS LIMITED AS TO USE	15,265	15,427	10	NET PENSION LIABILITY	45,624	61,754
11	TOTAL ASSETS LIMITED AS TO USE	276,323	302,094	11	WORKERS' COMP	9,139	8,671
				12	SUPPLEMENTAL MEDICAL RETIREMENT	43,641	41,235
13	OTHER ASSETS	170,771	156,106				
14	NET PROPERTY, PLANT & EQUIPMENT	697,756	668,477	14	NET POSITION	495,794	465,268
15	TOTAL ASSETS	<u>\$ 1,243,276</u>	<u>\$ 1,244,745</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,261,730</u>	<u>\$ 1,269,431</u>
16	DEFERRED OUTFLOWS	22,813	33,232	16	DEFERRED INFLOWS	4,359	8,546
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,266,089</u>	<u>\$ 1,277,977</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,266,089</u>	<u>\$ 1,277,977</u>



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

March 2018

12 MONTH AVERAGE	March					YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
	<u>PATIENTS IN HOSPITAL</u>									
163.3	169.2	185.1	(15.9)	-9%	1	ADULT & PEDS AVERAGE DAILY CENSUS	162.3	166.5	(4.2)	-3%
4.6	4.5	7.1	(2.6)	-37%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	4.3	6.6	(2.3)	-35%
9.9	9.5	10.6	(1.1)	-10%	3	NEWBORN NURSERY AVERAGE DAILY CENSUS	9.7	10.8	(1.1)	-10%
177.8	183.2	202.8	(19.6)	-10%	4	TOTAL	176.3	183.9	(7.6)	-4%
4.2	5.0	5.5	(0.5)	-9%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.3	4.9	(0.6)	-12%
4,964	5,245	5,737	(492)	-9%	6	ADULT & PEDS PATIENT DAYS	44,479	45,622	(1,143)	-3%
1,048	1,085	1,130	(45)	-4%	7	ADMISSIONS-ADULTS & PEDS	9,467	9,144	323	4%
4.69	4.66	5.08	(0.42)	-8%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.62	4.99	(0.37)	-7%
	<u>OTHER KEY UTILIZATION STATISTICS</u>									
1.491	1.457	1.531	(0.074)	-5%	9	OVERALL CASE MIX INDEX (CMI)	1.475	1.531	(0.056)	-4%
	<u>SURGICAL CASES</u>									
138	142	143	(1)	-1%	10	JOINT REPLACEMENT CASES	1,223	1,223	-	0%
25	27	33	(6)	-18%	11	NEURO SURGICAL CASES	220	239	(19)	-8%
9	4	9	(5)	-56%	12	CARDIAC SURGICAL CASES	81	94	(13)	-14%
184	203	213	(10)	-5%	13	GENERAL SURGICAL CASES	1,647	1,792	(145)	-8%
356	376	398	(22)	-6%	14	TOTAL SURGICAL CASES	3,171	3,348	(177)	-5%
331	348	385	(37)	-10%	15	TOTAL CATH LAB PROCEDURES	2,930	3,011	(81)	-3%
143	145	147	(2)	-1%	16	DELIVERIES	1,290	1,328	(38)	-3%
7,197	7,740	8,014	(274)	-3%	17	OUTPATIENT VISITS	65,327	63,525	1,802	3%
4,422	4,490	4,715	(225)	-5%	18	EMERGENCY VISITS	39,408	39,781	(373)	-1%
	<u>LABOR INDICATORS</u>									
1,253.1	1,307.8	1,394.0	86.2	6%	19	PRODUCTIVE FTE'S	1,252.2	1,287.1	34.9	3%
180.9	137.8	155.0	17.2	11%	20	NON PRODUCTIVE FTE'S	184.5	190.2	5.7	3%
1,434.0	1,445.6	1,549.0	103.4	7%	21	TOTAL FTE'S	1,436.7	1,477.3	40.6	3%
5.77	5.84	5.63	(0.21)	-4%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.81	5.73	(0.08)	-1%
6.61	6.46	6.25	(0.21)	-3%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.67	6.57	(0.10)	-2%

* included in Adult and Peds Average Daily Census

RESOLUTION NO. 1186

RESOLUTION AND ORDER OF THE BOARD OF DIRECTORS OF WASHINGTON TOWNSHIP HEALTH CARE DISTRICT OF ALAMEDA COUNTY, STATE OF CALIFORNIA, CALLING A DISTRICT GENERAL ELECTION TO BE HELD IN WASHINGTON TOWNSHIP HEALTH CARE DISTRICT ON NOVEMBER 6, 2018

WHEREAS, Section 32100 of the Health and Safety Code of the State of California provides that the elective officers of a local health care district shall be a board of directors consisting of five (5) members, each of whom shall be a registered voter residing in the District and whose term shall be four (4) years;

WHEREAS, the term of three Directors, out of the existing Directors, shall expire at noon on the first Friday of December of 2018;

WHEREAS, Section 32100.5 of the Health and Safety Code provides that an election, which shall be known as the Health Care District General Election, shall be held in each local health care district on the first Tuesday after the first Monday in November of each even-numbered year, at which a successor shall be chosen for each officer whose term shall expire;

WHEREAS, the Washington Township Health Care District General Election shall be consolidated with the statewide General Election pursuant to Part 3 of Division 10 (commencing with Section 10400) of the Elections Code, and the person receiving the highest number of votes for each office to be filled at such election shall be elected hereto; and

WHEREAS, the term of office of each of the three (3) persons elected to fill those terms expiring at noon on the first Friday of December 2018 shall be four (4) years or until his or her successor is elected and has qualified.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED AS FOLLOWS:

1. That in accordance with the provision of Section 32100 and 32100.5 of the Health and Safety Code of the State of California, a Health Care District General Election be and the same hereby is called and the same shall be held in said Washington Township Health Care District of Alameda County, State of California, on Tuesday, November 6, 2018, from the hour of 7:00 o'clock a.m., of said day until the hour of 8:00 o'clock p.m., of said day during which period of time electors of the said Washington Township Health Care District may vote for the successor of each of the three (3) members of the Board of Directors of Washington Township Health Care District of Alameda County, State of California, whose terms are about to expire, to serve for terms of four (4) years;

2. That all registered voters residing within Washington Township Health Care District of Alameda County, State of California, are qualified electors at said election, and the manner of voting, the form of ballot to be used, and in all other particulars said Health Care District General Election shall be held in accordance with the General Election laws of the State of California; and

3. Not less than thirty (30) days prior to the date of said Health Care District General Election, the Board of Directors of said District, shall by resolution entered on its minutes, designate the precincts into which said District shall be divided for the conduct of said Health Care District General Election, and the polling place for each precinct and shall appoint for each precinct an election board consisting of at least one inspector, one Judge, and two (2) clerks, selected from the electors of said District, and shall provide for the giving of notice of said election pursuant to law.

Passed and adopted by the Board of Directors of the Washington Township Health Care District this 9th day of June 2018 by the following vote:

AYES: Wallace, Stewart, Eapen, Nicholson

NOES:

ABSENT: Danielson

MICHAEL J. WALLACE
President, Board of Directors
Washington Township Health Care District

WILLIAM F. NICHOLSON, M.D.
Secretary, Board of Directors
Washington Township Health Care District

RESOLUTION NO. 1187

RESOLUTION ORDERING THE CONSOLIDATION OF THE HEALTH CARE DISTRICT GENERAL ELECTION TO BE HELD IN WASHINGTON TOWNSHIP HEALTH CARE DISTRICT OF ALAMEDA COUNTY, STATE OF CALIFORNIA ON NOVEMBER 6, 2018, WITH THE STATEWIDE GENERAL ELECTION TO BE HELD ON NOVEMBER 6, 2018, AND REQUESTING THE BOARD OF SUPERVISORS OF THE COUNTY OF ALAMEDA TO CONSOLIDATE SAID HEALTH CARE DISTRICT GENERAL ELECTION WITH SAID STATEWIDE GENERAL ELECTION, INsofar AS THE TERRITORY IN WHICH SAID ELECTIONS ARE TO BE HELD IS THE SAME

WHEREAS, the Board of Directors of Washington Township Health Care District is the governing body of the Washington Township Health Care District of Alameda County, State of California, and has called a Health Care District General Election to be held in said District on November 6, 2018, for the purpose of choosing a successor of each of the three (3) members of the Board of Directors whose terms are about to expire;

WHEREAS, Washington Township Health Care District of Alameda County is situated entirely within the boundaries of Washington Township, Alameda County, State of California; and

WHEREAS, it is desirable that said Health Care District General Election be consolidated with the statewide General Election to be held on November 6, 2018, insofar as the same shall be held in the same territory.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED by the Board of Directors of Washington Township Health Care District of Alameda County, State of California, as follows:

1. That the Health Care District General Election called and to be held on November 6, 2018, in said Washington Township Health Care District of Alameda County, shall be and the same is hereby consolidated with the statewide General Election to be held on said date throughout the State of California, insofar as the territory in which said elections are to be held is the same, to wit: within the boundaries of Washington Township, Alameda County, California;

2. That the Board of Supervisors of the County of Alameda is requested to consolidate said Health Care District General Election to be held on November 6, 2018 in said Washington Township Health Care District of Alameda County for the purpose of choosing a successor for each of the three (3) members of the Board of Health Care Directors whose terms

are about to expire on the first Friday of December 2018 with the statewide General Election to be held on November 6, 2018 insofar as the territory with the County of Alameda is the same as the territory within the boundaries of said Washington Township Health Care District of Alameda County, to wit: within the boundaries of Washington Township, Alameda County, State of California, and that the territory affected by this order of consolidation, the election precincts, polling places, and voting booths, shall in every case be the same as those established and provided for said statewide General Election and that the election officers in each precinct shall in every case be the same, to wit: the election officers to be appointed by said Board of Supervisors and that there shall be only one set of election officers in each polling place and that all proceedings held in the premises shall be recorded in one set of election papers and that the election shall be held in all respects as though there were only one election within said territory affected by such order of consolidation, and that the names of the persons proposed by petition as candidates for each of said offices of members of the Board of Directors of said Health Care District be set forth on the ballots for said statewide General Election in substantially the following form:

(WASHINGTON TOWNSHIP HEALTH CARE DISTRICT)
(BOARD OF DIRECTORS: FOUR-YEAR TERM, VOTE FOR THREE)

3. That said Board of Supervisors of the County of Alameda is authorized and requested to cause the canvass of the returns of said Washington Township Health Care District General Election and to direct the Registrar of Voters to certify said results of said General Election of this Board of Directors of Washington Township Health Care District of Alameda County when such results have been ascertained;

4. That any candidate filing a candidate's statement of qualifications pursuant to Section 13307 of the California Elections Code shall pay the actual prorated costs of printing and handling said candidate's statement as provided therein. Said candidate's statement shall contain no more than 400 words. Candidates will not be permitted to submit other materials to be sent with the sample ballot and voter's pamphlet; and

5. That the Secretary of this Board of Directors is hereby directed to file a certified copy of this Resolution with the Board of Supervisors of the County of Alameda.

Passed and adopted by the Board of Directors of Washington Township Health Care District this 9th day of May, 2018, by the following vote:

AYES: Wallace, Stewart, Eapen, Nicholson

NOES:

ABSENT: Danielson

MICHAEL J. WALLACE
President, Board of Directors
Washington Township Health Care District

WILLIAM F. NICHOLSON, M.D.
Secretary, Board of Directors
Washington Township Health Care District



Memorandum

DATE: April 20, 2018

TO: Nancy Farber, Chief Executive Officer

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

SUBJECT: Copier Replacement

Copy machines are utilized throughout the hospital for printing, scanning and copying data on a daily basis. Each year, the Information Services department reviews service call history, page counts and technology usage for all copiers to identify which equipment needs to be replaced.

This year, we have identified five copiers that need to be replaced. By replacing older and more problematic copiers we improve the efficiency of operations and allow staff to focus foremost on patient care concerns.

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 for a total amount not to exceed **\$52,744**. This is an approved equipment line item in the fiscal year 2018 Capital budget.



Memorandum

DATE: May 3, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Stephanie Williams, Associate Administrator and Chief Nursing Officer

SUBJECT: Sales Tax Approval: GIRAFFE WARMER – SPECIAL CARE NURSERY

On March 14, 2018, we came forward to the Board of Directors for approval of the purchase of four (4) Giraffe Warmers for the Special Care Nursery (SCN) to be used to replace warmers that are currently outdated. At that meeting, the Board of Directors approved a total amount not to exceed \$90,933.05 which includes installation and fees but did not take into account the cost of the Sales Tax in the amount of \$8,411.31. This brings the total purchase amount to \$99,344.36. The total funds for this purchase will be provided from the Foundation.

Therefore, in accordance with District Law, Policies and Procedures, it is requested that the Board of Directors grant approval for the inclusion of Sales Tax costs for the purchase of four (4) Giraffe Warmers for the SCN, the sales tax amount not to exceed \$8,411.31 bringing the total amount of the purchase to \$99,344.36.