



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, August 9, 2017 – 6:00 P.M.
Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | William Nicholson, MD
Board Member |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. EDUCATION SESSION:
Washington Prenatal Diagnostic Center | Jacquelyn Chyu, MD
Medical Director
Washington Prenatal Diagnostic Center |
| IV. CONSIDERATION OF MINUTES
July 12, 17, 24, and 26, 2017 | <i>Motion Required</i> |
| V. COMMUNICATIONS | |
| A. Oral | |
| B. Written | |
| From Timothy Tsoi, MD Chief of Staff,
dated July 24, 2017 requesting approval of
Medical Staff Credentialing Action Items. | <i>Motion Required</i> |
| VI. INFORMATION | PRESENTED BY: |
| A. Service League Report | Debbie Jackson
Service League |
| B. Medical Staff Report | Timothy Tsoi, MD
Chief of Staff – Elect |
| C. Hospital Calendar | Nancy Farber
Chief Executive Officer |
| D. Lean/Kaizen Report:
Lean Leadership | Elizabeth Kurkjian, M.D.
Director, Kaizen Promotion Office

Donald Pipkin
Chief of Strategic Management |

- E. Construction Report
Ed Fayen
Senior Associate Administrator
- F. Quality Report:
Quality Dashboard Quarter Ending June
2017
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. 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

William Nicholson, MD
Board Member

IX. ADJOURNMENT

William Nicholson, MD
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, July 12, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson 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: William Nicholson, MD; Bernard Stewart, DDS; Michael Wallace, Patricia Danielson, RHIT. Directors absent: Jacob Eapen, MD.

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kranthi Achanta, Past Chief of Medical Staff; Debbie Jackson, Service League 1st President; Dee Antonio, District Clerk

Guests: Kimberly Hartz, Chris Henry, Bryant Welch, Stephanie Williams, Tina Nunez, Kristin Ferguson, Mary Bowron, Albert Brooks MD

Nancy Farber, Chief Executive Officer, introduced Ash Jain MD, Medical Director of the Stroke Program to present the education session: Stroke Program – Calendar Year 2016 Review.

*EDUCATION SESSION:
American Heart
Association Stroke
Awards and Presentation*

Dr. Jain reviewed the components of a Stroke Center noting that Washington Hospital achieved its certification as a Primary Stroke Center in July 2007. He reviewed the clinical quality of the program and presented the statistics showing the program's compliance with the "Get With the Guidelines" measures. It is noteworthy that over the past three years, WHHS has met the Target Stroke goal with nearly three out of four eligible patients receiving IV-TPA within 45 minutes of ER arrival and a median door-to-needle time of 43 minutes.

Dr. Jain talked about the Code Neuro implementation and the significantly faster arrival to CT reading, ER physician arrival, laboratory results, and TPA delivery. The program focus for 2017-18 will be on decreasing the arrival time to Interventional Radiology treatment within 90 minutes and to spread the program to the community.

Following Dr. Jain's presentation, Elaina Gunn, Regional Director for Quality and Systems Improvement with the American Heart Association/American Association, presented Washington Hospital Healthcare System with the 2017 Get With the Guidelines Stroke GOLD PLUS award for continued success in using the Get With the Guidelines-Stroke and Target: Stroke program.

Nancy Farber, Chief Executive Officer, introduced Chris Henry, Chief Financial Officer and Dan Nardoni, Assistant Chief Financial Officer, to present the Estimate for the Fiscal Year 2017-18 budget. Mr. Henry noted that the budget was prepared with the Mission and its commitment to the patient first ethic as its foundation.

*EDUCATION SESSION:
Budget Estimate for
Fiscal Year 2017-18*

Mr. Henry described the National environment and the uncertainty prevailing in Washington specifically surrounding healthcare reform. He noted that reduction of Medicaid Funding is a key component in both the House (AHCA) and the Senate (BCRA) bills and that the funding reductions in the Medicaid program would likely affect all of 74.5 million Americans who receive health benefits through this program, including 35.8 million children. 14.1 million Californians receive Medicaid funding through Medi-Cal. The funding cuts will be offset by

approximately \$700 billion in tax cuts that would primarily benefit big business and the wealthy. Mr. Henry noted that while California's economy remains strong, the Governor announced that we are once again facing a \$400 million budget deficit. It was noted that while the Governor's bill does not proposed any changes to Medi-Cal reimbursement, California has still not restored the 10% emergency Medi-Cal payment cut implemented during the 2008 State budget crisis (most other emergency cuts have since been restored). Mr. Henry stated that Washington Hospital is participating in Public Hospital Redesign and Incentives in Medi-Cal Program (PRIME).

Mr. Henry talked about the impact of the Republican Health Care Reform on California and some of the challenges facing the California Health Insurance Exchange. Republican Health Care Reform would increase the premiums for those in the Covered California Exchange. Mr. Henry discussed the government payor reimbursement, the Medi-Cal cost shortfall trend, and unfunded mandates and payment reductions through FY 2018 (i.e. California seismic, ACA electronic health record requirement, CMS and Medi-Cal payment reductions, etc.). He reviewed the East Bay and District economy.

The FY 2017/18 budget provides for Total revenue, Funding of depreciation expense, Funding contributions to the retirement plan, the Priorities of the strategic may, Debt service for the revenue bonds, Property tax revenue, Net income targets, Funding in support of the Development Corporation, Compliance with all bond requirements/debt service, and new capital spending requests. This budget is based on what is true today. If the Republicans pass their version of health care reform, we will need to revisit this budget and bring recommendations to the Board for revision.

Mr. Nardoni reviewed the budget's income statement, volume indicators, performance indicators, volume and admission trends, admissions by payors, patient days trend, deliveries trend, total surgeries trend, emergency room visits trend, and outpatient (non-ER) trend.

Mr. Henry reviewed the patient service revenue and other operating revenue. He then summarized the operating expenses: Salaries, Benefits, Pro Fees, Supplies, Purchased Services, Utilities, Insurance, Marketing and Advertising, Software Licenses/Maintenance, Depreciation, Interest Expense, and Other Expenses. He also covered non-operating income and Capital Project Requests for the new fiscal year.

Director Stewart moved for approval of the minutes of June 14, 19, 20, and 26, 2017.

*APPROVAL OF
MINUTES OF June 14,
19, 20, and 26, 2017*

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

Director Nicholson opened the floor to communications from the public. Mr. Mark R. Alma Sr. asked to address the Board on Community Safety. Mr. Alma related his version of an incident that allegedly occurred in October 2015 while he was a patient at Washington Hospital. He stated that he had been in contact with Compliance Officer Kristin Ferguson and Patient Representative Kim Moss and he is not satisfied with their conclusions regarding his allegations. He distributed a packet of information concerning his allegation to the Board members. Dr. Nicholson thanked him for coming and informed him that WHHS would review this incident and respond to him in a timely manner.

*COMMUNICATIONS:
ORAL*

The following written communication received from Kranthi Achanta, MD., Past Chief of Staff, dated June 26, 2017 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Alsofrom, Jessica MD; Brun, Francisco MD; Dupler, Suzanne DO; Garn, Karen PA-C; Lee, Yukfung PA-C; Ro, Jamie PA-C; Shafi, Nabil MD; Zee, Daniel MD

Temporary Privileges:

Alsofrom, Jessica MD; Brun, Francisco MD; Garn, Karen PA-C; Lee, Yukfung PA-C; Shafi, Nabil MD

Locum Tenens:

Holley, David MD; Loh, John MD

Supervising Physician Delegation:

Chun, Anna PA; Joshi, Chelsea PA

Reappointments:

Alpert, Marjorie MD; Chen, Paul MD; Chu, Jason MD; Deck, Joseph MD; Dobbs, Sara MD; Elias, Christine MD; Ghimire, Shankar MD; Gregori, Jeffrey DPM; Kopelnik, Alexander MD; Lada, Samuel MD; Meyer, Edward MD; Puplampu, Ouanza MD; Sandhu, Sukwinder (Goney) MD; Tafti, Mona MD; Van Gompel, Joshua DPM; Van Tassel, Jason MD; Velkuru, Vani MD; Wong, Candy MD; Wouden, Jacob MD

Transfer in Staff Category

Espiritu, Chiara MD; Franco, Kelly NP; Ray, Vincent MD; Roe, Bernardita NP

Completion of Proctoring & Advancement in Staff Category

Espiritu, Chiara MD; Franco, Kelly NP; Ray, Vincent MD; Roe, Bernardita NP; Wasieleski, Lindsay MD

Extension of Proctorship and Provisional Category

Gin, Brian MD; Hopson, Christina DO; Knox, Christine DO; Novotny, Ava PA-C

New Privilege Requests

Hsu, Wendy MD; Mogal, AmyCeclia MD

Delete Privilege Requests

Kopelnik, Alexander MD; Sandhu, Sukwinder MD; Valencia,m Benito MD; Wong, Candy MD

Resignations

Shoo, Brenda MD; Welsey, Paul MD

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

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

Debbie Jackson, Service League, presented the Service League Report. The Gift Shop has been very busy with total sales of \$9,077.39. The Volunteers are supporting the Concert in the Parks Series during the summer. The Nurse Unit Assist staffing assignment continues to develop with new volunteers on the floors and the CJR as well. There were 73 new volunteers in orientation. The total volunteer staffing hours for the month of June 2017: 2,994.

*SERVICE LEAGUE
REPORT*

Dr. Kranthi Achanta reported there are 599 Medical Staff members which includes 344 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

On Thursday, June 15th, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented “Improving Mobility, Flexibility, and Strength Through Body and Posture Awareness.” 10 people attended.

On Thursday, June 29th Lucy Hernandez, Community Outreach Project Manager, staffed an information table on health related programs and clinical services the Hospital provides at the Newark Chamber of Commerce "Celebrating Business Luncheon" event. More than 80 people attended.

On Friday, June 30th Maggie Guting, registered dietitian, presented a “Fun Fresh Summer Cooking Demonstration.” 44 people attended.

The 2017 Central Park Summer Concert Series presented by Washington Hospital Healthcare System kicked off on Thursday, July 6th with an estimated attendance of

3500. This free five week concert series is open to the public and will be held at the Central Park Performance Pavilion on Thursdays from 6 to 8 pm. Washington Hospital will be providing health information and health screenings during this five week concert series.

Upcoming Health Promotions & Community Outreach Events

On Saturday, July 15th from 10 am to 1 pm, Washington Hospital will host a Peripheral Vascular Disease screening event. This free screening includes a Doppler study of the circulation in the legs and an interpretation of results. This event is co-sponsored by Fremont Bank Foundation.

On Thursday, July 20th from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Healthy Living: Tips on Weight Management." The presentation will include a body fat percentage screening.

Washington Hospital Healthcare Foundation

On Saturday, October 14th, the Washington Hospital Healthcare Foundation will host the 31st annual Top Hat dinner dance. This year's gala will be chaired by Debbie Jackson, President of the Washington Hospital Service League, Dr. William Dugoni, general surgeon, Washington Township Foundation, medical director of the women's center, and Gary Charland, President and CEO of Masonic Homes. Proceeds from the evening will benefit Washington Hospital's Radiation Oncology Center by supporting the purchase of a new linear accelerator. This treatment modality will increase the Hospital's ability to provide advanced radiation therapy to patients right here in our own community.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

Washington Township Healthcare District Board of Directors Report

Washington Township Healthcare District Board Members attended the Newark Chamber of Commerce "Celebrating Business Luncheon" on June 29th, the First Annual Luminary Caregiver Awards Dinner, hosted by Masonic Homes of California on June 30th, and the City of Fremont Fourth of July Parade on July 4th.

*WASHINGTON
TOWNSHIP
HEALTHCARE
DISTRICT:
Board of Directors Report*

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

During the month of June, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members at the Fremont Senior Center, Fremont Family Resource Center and the Ruggieri Senior Center in Union City. The total number of community members receiving health care from the Washington On Wheels Clinic during the month of June was 29.

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

Internet and Social Media Marketing

During the month of June, the most viewed webpages included Employment, About WHHS, Programs & Services, and Physician Finder. The Hospital's social media presence is measured through total reach and engagement stats.

*HOSPITAL
CALENDAR:
Internet and Social
Media Marketing*

InHealth - Channel 78

During the month of June, Washington Hospital's cable channel 78, InHealth,

*HOSPITAL
CALENDAR:
InHealth*

captured new programming including a Health and Wellness program titled "Stop Diabetes Before It Starts" and a Diabetes Matters program called "Diabetes - Is There an App for That?" In addition, InHealth aired two Patient Playbook public service announcements titled "Five Ways to Support a Friend with Cancer" and "How To Be A Better Caregiver" and the June Board of Directors meeting.

Awards and Recognitions

On Thursday, June 29th Washington Hospital was presented the 2017 Sustaining Member Partner award during the Newark Chamber of Commerce "Celebrating Business Luncheon." Washington Hospital was recognized for the long-lasting support, involvement, and active participation with the Newark Chamber. Washington Hospital's contribution enhanced the successful achievement of the Chamber's ongoing goals to create a strong local economy and community.

*HOSPITAL
CALENDAR:
Awards & Recognitions*

Employee of the Month

As part of her role as executive assistant to Associate Administrator and Chief Human Resources Officer, Belinda "Bebe" Martin facilitates the presentation of the Employee of the Month award. Normally, she schedules the presentation, creates a congratulatory banner and makes sure all the details are in place to surprise the award winner. When the Associate Administrator came back from a meeting and let her know that there would be no Employee of the Month for July, Bebe was a little surprised, but thought maybe it had to do with having two honorees the previous month. She was also told her department would be having a Joint Commission Prep meeting on July 5, and also mentioned the possibility of a Gemba. When the Executive Staff came into the conference room, Bebe's only thought was, "Was there anything else I should have done to prepare for this?" And when asked to open the white board doors and she noticed scrawled writing, her first thought was to figure out how to quickly clean it for a better impression. Then she read some of the words: "So happy for you—so very well deserved," and "Congratulations!" Bebe then noticed the banner with her name and the surprise was complete.

*HOSPITAL
CALENDAR:
Employee of the Month –
Belinda Martin*

This James Bond-like deception was worth it to surprise a co-worker that is described as a "go getter" who does what is needed to get the job done. Since joining Washington Hospital in 2004, Bebe has formed many solid friendships that "feel like family." Six years ago, when her 5-year-old seriously cut his hand, Bebe chose to pass the nearest hospital in favor of Washington, knowing he would receive the best care in a loving atmosphere. "When you're in trouble, who do you turn to? Family. And that's what the people of Washington Hospital are to me."

Her son Arman is now 11 years old and her daughter Imani is nearly 15 years old. Knowing that time with them is precious, Bebe and her husband Charles create as much family time as possible. Whether taking a trip to San Diego or simply relaxing in their San Ramon home, the Martin family enjoys their time together.

Bebe feels lucky to have a job where co-workers become friends and her co-workers feel lucky to have Bebe in her role at Washington Hospital.

Nancy Farber introduced Kimberly Hartz who presented Lean Certificates and Pins to Chris Henry, Mark Moran, and Yvonne Dobbenga-Rhodes upon completion of their Lean Certification Training. This is a 12-18 month process that requires proficiency in Lean concepts and tools.

*LEAN/KAIZAN
UPDATE
Presentation of Lean
Certificates and Pins*

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of Metal panel on canopy at the ED entrance; Installing flooring in the first floor hallway; First floor X-ray control room; First floor work platform at Elevator #5; Support structure for boom, CCU, second floor; Second floor CCU; Wall angle for ceiling grid, third floor; Pulling low voltage cable on the third floor; Preparing to install atrium skylight on the penthouse roof; Plaster complete on the penthouse walls; Abatement and demolition of the chimney structure at the old CUP; and the current Site View.

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Quality Report: American College of Surgeons National Surgical Quality Improvement Program (NSQIP) 2017 Update.

*QUALITY REPORT:
American College of
Surgeons: National
Surgical Quality
Improvement Program
2017 Update*

NSQIP is a leading program developed by surgeons for surgeons in order to measure and improve quality of surgical care. Currently, 664 hospitals participate in NSQIP world-wide. WHHS participates in NSQIP in order to optimize patient care and save lives, to prevent any complications that may occur after discharge, and to measure progress and recognize opportunities for improvement.

Ms. Bowron reviewed the structure of WHHS Surgical Quality Improvement Program and training of the participating staff. The data collection was discussed and it was noted that all outcomes data is risk-adjusted and compared to nationally validated benchmark data on a quarterly basis.

Ms. Bowron reported that WHHS had a lower observed rate of 30-day mortality and complications than expected. We had a decrease in all-cause, any-facility, 30-day readmissions from FY 2016 to 2017. We had a decrease in unplanned returns to surgery and continue to be better than the national average. We had the same or less respiratory complications compared to the national NSQIP average with a significant decrease in patients on ventilator for over 48 hours, which may be associated with the intensivist-led critical care model. Over the last two fiscal years, we had less cerebrovascular blood clot and heart attack complications within the 30-days post-surgery compared to the National NSQIP benchmark.

WHHS had no surgical site infections in FY 2017 and showed improvement from the previous fiscal year and performance better than the national NSQIP average. C. Difficile infections among surgical patients decreased from FY2016-2017 and urinary tract infections continue to be lower than the national NSQIP average.

Chris Henry, Chief Financial Officer, presented the Finance Report for May 2017. The average daily census was 164.4 with admissions of 1,090 resulting in 5,096 patient days. Outpatient observation equivalent days were 156. The average length of stay was 4.62 days. The case mix index was 1.509. Deliveries were 156. Surgical cases were 376. Joint Replacement cases were 139. Neurosurgical cases

FINANCE REPORT

were 33. Cardiac Surgical cases were 11. The Outpatient visits were 7,217 and Emergency visits were 4,776. Total productive FTEs were 1,274.4. FTEs per adjusted occupied bed were 5.75.

Nancy Farber presented the Hospital Operations Report for June 2017. Preliminary information indicated gross revenue for the month of June at approximately \$167,142,000. The Average Length of Stay of 4.90 and there were 4,787 patient days. There were 348 Surgical Cases and 372 Cath Lab procedures at the Hospital. Deliveries for June were 148. Non-Emergency Outpatient visits were 7,089. FTEs per Adjusted Occupied Bed were 5.59. The Washington Outpatient Surgery Center had 467 cases and the clinics saw approximately 3,437 patients.

*HOSPITAL
OPERATIONS REPORT*

In accordance with District Law, Policies and Procedures, Director Danielson moved for adoption of Resolution No. 1182 which is the Budget Estimate for Fiscal Year 2017-2018. This Resolution provides for the necessary funds required for the operation of the District and for the continued support of the Washington Township Hospital Development Corporation in its operations to promote the charitable and community service mission of the District.

*APPROVAL OF
RESOLUTION NO. 1182
Budget Estimate FY 2017-
2018*

Director Wallace seconded the motion.
Roll call was taken:

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

The motion carried.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Nicholson adjourned the meeting to closed session at 8:30 pm, as the discussion pertained to Hospital trade secrets, Human Resources matters, and Risk Management.

*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 9:11 pm and reported no action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 9:11 pm.

ADJOURNMENT

William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, July 17, 2017 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:01 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Ed Fayen, Sr. Associate Administrator; Kimberly Hartz, Sr. Associate Administrator; Chris Henry, Sr. Associate Administrator; Tina Nunez, Associate Administrator; Stephanie Williams, Associate Administrator; Bryant Welch, Associate Administrator; Paul Kozachenko, Attorney; Carlo Coppo, 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 Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to Hospital trade secrets, Human Resource matters, Risk Management, and Conference with Legal Counsel regarding existing litigation pursuant to Cal. Gov. Code Section 54956.9.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 8:04 p.m. reported no reportable action was taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Nicholson adjourned the meeting at 8:04 p.m.

ADJOURNMENT

William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, July 24, 2017 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; Patricia Danielson, RHIT; Jacob Eapen, MD
Excused: Michael Wallace,

*ROLL
CALL*

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

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. Director Nicholson reconvened the meeting to open session at 9:00 a.m. and reported no reportable action was taken in closed session.

*ADJOURN TO 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

William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, July 26, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:01 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

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

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:01 p.m., as the discussion pertained to Hospital trade secrets, Human Resource matters, and Risk Management.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 7:45 p.m. and reported no reportable action was taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

Director Danielson moved for the appointment of Jack Rogers to the Citizen's Bond Oversight Committee to fulfill the vacancy that has existed since December 2, 2014 and for the reappointment of Craig Steckler to the Citizen's Bond Oversight Committee. Both terms will run through to December 31, 2018.

CONSIDERATION OF APPOINTMENTS TO THE MEASURE FF AND MEASURE Z CITIZENS BOND OVERSIGHT COMMITTEE

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Danielson moved for the denial of a claim presented on June 7, 2017 on behalf of Rahul S. Patel and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6.

CONSIDERATION OF CLAIM: Rahul S. Patel

Director Stewart seconded the motion.

Roll call was taken:

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

Board of Directors' Meeting

July 27, 2017

Page 2

Patricia Danielson, RHIT – aye

Jacob Eapen, MD – aye

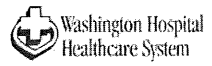
The motion carried.

There being no further business, Director Nicholson adjourned the meeting at 6:29
p.m.

ADJOURNMENT

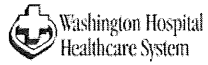
William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

June 2017



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
June 2017**

<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: August 1, 2017
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – June 2017
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	<u>June Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	159.6	162.3	166.2
# of Admissions	1,005	1,035	1,019
Patient Days	4,787	4,870	5,055
Discharge ALOS	4.90	4.71	4.90

<u>OUTPATIENT:</u>	<u>June Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,089	7,527	6,884
ER Visits	4,358	4,062	4,444
Observation Equivalent Days – OP	147	231	217

Comparison of June 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 above budget. Outpatient visits were lower than budget. Emergency Room visits were above budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 12.1 below budget. Total productive FTEs for June were 1,206.4, 22.7 below the budgeted level of 1,229.1. Nonproductive FTEs were 10.6 above budget. Productive FTEs per adjusted occupied bed were 5.60, 0.04 below the budgeted level of 5.64. Total FTEs per adjusted occupied bed were 6.50, 0.02 above the budgeted level of 6.48.

3. Income - Schedule Board 1

For the month of June the Hospital realized a gain of \$5,396,000 from operations.

Total Gross Patient Service Revenue of \$168,688,000 for June was 2.5% below budget.

Deductions from Revenue of \$127,336,000 represented 75.49% of Total Gross Patient Service Revenue. This percentage is below the budgeted percentage of 77.46%.

Total Operating Revenue of \$42,586,000 was \$2,612,000 (6.5%) above the budget.

Total Operating Expense of \$37,190,000 was \$3,985,000 (9.7%) below the budgeted amount.

The Total Non-Operating Gain of \$497,000 for the month includes an unrealized loss on investments of \$330,000 and property tax revenue of \$1,344,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for June was \$5,893,000, which was \$5,411,000 more than the budgeted gain of \$482,000.

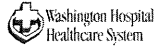
The Total Net Gain for June using FASB accounting principles, in which the unrealized loss on investments and property tax revenues are removed from the non-operating income and expense, was \$4,879,000 compared to a budgeted loss of \$913,000.

4. Balance Sheet – Schedule Board 2

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

NANCY FARBER
Chief Executive Officer

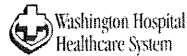
NF/CH



WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 June 2017
GASB FORMAT
 (In thousands)

JUNE				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 125,044	\$ 128,738	\$ (3,694)	-2.9%	2	INPATIENT REVENUE	\$ 1,542,530	\$ 1,547,413	\$ (4,883) -0.3%
43,644	44,237	(593)	-1.3%	3	OUTPATIENT REVENUE	547,048	535,530	11,518 2.2%
168,688	172,975	(4,287)	-2.5%	4	TOTAL PATIENT REVENUE	2,089,578	2,082,943	6,635 0.3%
(127,336)	(133,995)	6,659	5.0%	5	CONTRACTUAL ALLOWANCES	(1,608,948)	(1,592,849)	(16,099) -1.0%
75.49%	77.46%			6	CONTRACTUAL AS % OF REVENUE	77.00%	76.47%	
41,352	38,980	2,372	6.1%	7	NET PATIENT REVENUE	480,630	490,094	(9,464) -1.9%
1,234	994	240	24.1%	8	OTHER OPERATING INCOME	9,366	7,688	1,678 21.8%
42,586	39,974	2,612	6.5%	9	TOTAL OPERATING REVENUE	489,996	497,782	(7,786) -1.6%
				10	OPERATING EXPENSES			
15,322	16,218	896	5.5%	11	SALARIES & WAGES	187,388	190,036	2,648 1.4%
5,466	6,074	608	10.0%	12	EMPLOYEE BENEFITS	68,645	71,737	3,092 4.3%
3,922	4,644	722	15.5%	13	SUPPLIES	53,527	54,836	1,309 2.4%
5,602	5,505	(97)	-1.8%	14	PURCHASED SERVICES & PROF FEES	60,618	63,450	2,832 4.5%
1,150	1,562	412	26.4%	15	INSURANCE, UTILITIES & OTHER	15,981	18,202	2,221 12.2%
2,477	3,529	1,052	29.8%	16	PROVISION FOR DOUBTFUL ACCOUNTS	37,084	41,659	4,575 11.0%
2,557	2,873	316	11.0%	17	DEPRECIATION	33,676	34,239	563 1.6%
694	770	76	9.9%	18	INTEREST EXPENSE	8,662	9,539	877 9.2%
37,190	41,175	3,985	9.7%	19	TOTAL OPERATING EXPENSE	465,581	483,698	18,117 3.7%
5,396	(1,201)	6,597	549.3%	20	OPERATING INCOME (LOSS)	24,415	14,084	10,331 73.4%
12.67%	-3.00%			21	OPERATING INCOME MARGIN %	4.98%	2.83%	
				22	NON-OPERATING INCOME & (EXPENSE)			
241	225	16	7.1%	23	INVESTMENT INCOME	2,882	2,668	214 8.0%
8	-	8	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(104)	-	(104) 0.0%
218	63	155	246.0%	25	RENTAL INCOME, NET	2,105	749	1,356 181.0%
(307)	-	(307)	0.0%	26	AMORTIZATION OF INTANGIBLE ASSETS	(922)	-	(922) 0.0%
(677)	-	(677)	0.0%	27	OTHER NON-OPERATING, NET	(1,271)	-	(1,271) 0.0%
1,344	1,395	(51)	-3.7%	28	PROPERTY TAX REVENUE	16,148	16,599	(451) -2.7%
(330)	-	(330)	0.0%	29	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(2,651)	-	(2,651) 0.0%
497	1,683	(1,186)	-70.5%	30	TOTAL NON-OPERATING INCOME & EXPENSE	16,187	20,016	(3,829) -19.1%
\$ 5,893	\$ 482	\$ 5,411	1122.6%	31	NET INCOME (LOSS)	\$ 40,602	\$ 34,100	\$ 6,502 19.1%
13.84%	1.21%			32	NET INCOME MARGIN %	8.29%	6.85%	
				33	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 27,105	\$ 17,501	\$ 9,604 54.9%
					NET INCOME MARGIN %	5.53%	3.52%	

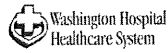
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



**WASHINGTON HOSPITAL
BALANCE SHEET**
June 2017
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			JUNE 2017	AUDITED JUNE 2016	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			JUNE 2017	AUDITED JUNE 2016
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 49,180	\$ 38,459	1	CURRENT MATURITIES OF L/T OBLIG	\$ 5,306	\$ 5,056	
2	ACCOUNTS REC NET OF ALLOWANCES		61,160	62,580	2	ACCOUNTS PAYABLE	41,461	42,079	
3	OTHER CURRENT ASSETS		7,728	8,018	3	OTHER ACCRUED LIABILITIES	55,681	57,095	
4	TOTAL CURRENT ASSETS		<u>118,068</u>	<u>109,057</u>	4	INTEREST	10,245	11,321	
					5	TOTAL CURRENT LIABILITIES	<u>112,693</u>	<u>115,551</u>	
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		141,155	187,431	6	REVENUE BONDS AND OTHER	238,414	204,019	
7	GENERAL OBLIGATION BOND FUNDS		73,744	184,470	7	GENERAL OBLIGATION BONDS	340,646	342,546	
8	REVENUE BOND FUNDS		46,956	10,441	OTHER LIABILITIES				
9	BOND DEBT SERVICE FUNDS		24,812	25,041	10	NET PENSION LIABILITY	61,754	52,960	
10	OTHER ASSETS LIMITED AS TO USE		15,427	15,591	11	WORKERS' COMP	8,671	9,057	
11	TOTAL ASSETS LIMITED AS TO USE		<u>302,094</u>	<u>422,974</u>	12	SUPPLEMENTAL MEDICAL RETIREMENT	41,235	38,791	
13	OTHER ASSETS		156,106	139,895	14	NET POSITION	466,018	425,416	
14	NET PROPERTY, PLANT & EQUIPMENT		668,477	505,967	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,269,431</u>	<u>\$ 1,188,340</u>	
15	TOTAL ASSETS		<u>\$ 1,244,745</u>	<u>\$ 1,177,893</u>	16	DEFERRED INFLOWS	8,546	16,614	
16	DEFERRED OUTFLOWS		33,232	27,061	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,277,977</u>	<u>\$ 1,204,954</u>	
17	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,277,977</u>	<u>\$ 1,204,954</u>					



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

June 2017

12 MONTH AVERAGE	JUNE					YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
	<u>PATIENTS IN HOSPITAL</u>									
166.2	159.6	162.3	(2.7)	-2%	1	ADULT & PEDS AVERAGE DAILY CENSUS	166.2	160.7	5.5	3%
7.1	4.9	7.7	(2.8)	-36%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	7.1	7.3	(0.2)	-3%
10.3	10.8	10.0	0.8	8%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	10.3	10.7	(0.4)	-4%
183.6	175.3	180.0	(4.7)	-3%	4	TOTAL	183.6	178.7	4.9	3%
4.1	3.6	3.5	0.1	3%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.1	3.8	0.3	8%
5,055	4,787	4,870	(83)	-2%	6	ADULT & PEDS PATIENT DAYS	60,660	58,664	1,996	3%
1,019	1,005	1,035	(30)	-3%	7	ADMISSIONS-ADULTS & PEDS	12,223	12,215	8	0%
4.90	4.90	4.71	0.19	4%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.90	4.80	0.10	2%
	<u>OTHER KEY UTILIZATION STATISTICS</u>									
1.527	1.522	1.566	(0.044)	-3%	9	OVERALL CASE MIX INDEX (CMI)	1.527	1.560	(0.033)	-2%
	<u>SURGICAL CASES</u>									
139	148	146	2	1%	10	JOINT REPLACEMENT CASES	1,663	1,700	(37)	-2%
26	16	27	(11)	-41%	11	NEURO SURGICAL CASES	308	306	2	1%
11	8	10	(2)	-20%	12	CARDIAC SURGICAL CASES	131	124	7	6%
200	176	227	(51)	-22%	13	GENERAL SURGICAL CASES	2,401	2,782	(381)	-14%
376	348	410	(62)	-15%	14	TOTAL SURGICAL CASES	4,503	4,912	(409)	-8%
369	372	367	5	1%	15	TOTAL CATH LAB PROCEDURES	4,434	4,648	(214)	-5%
144	148	151	(3)	-2%	16	DELIVERIES	1,730	1,839	(109)	-6%
6,884	7,089	7,527	(438)	-6%	17	OUTPATIENT VISITS	82,609	88,741	(6,132)	-7%
4,444	4,358	4,062	296	7%	18	EMERGENCY VISITS	53,325	52,871	454	1%
	<u>LABOR INDICATORS</u>									
1,234.5	1,206.4	1,229.1	22.7	2%	19	PRODUCTIVE FTE'S	1,234.5	1,239.1	4.6	0%
178.7	193.7	183.1	(10.6)	-6%	20	NON PRODUCTIVE FTE'S	178.7	187.2	8.5	5%
1,413.2	1,400.1	1,412.2	12.1	1%	21	TOTAL FTE'S	1,413.2	1,426.3	13.1	1%
5.48	5.60	5.64	0.04	1%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.48	5.73	0.25	4%
6.28	6.50	6.48	(0.02)	0%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.28	6.59	0.31	5%

* included in Adult and Peds Average Daily Census