



# 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, November 9, 2016 – 6:00 P.M.

Conrad E. Anderson, MD Auditorium

### AGENDA

#### PRESENTED BY:

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

Michael Wallace  
Board Member

**II. ROLL CALL**

Dee Antonio  
Interim District Clerk

**III. EDUCATION SESSION:**

2016/2017 Healthgrades Awards

David Bromall  
VP, Quality Solutions,  
Healthgrades

Katharine Mongoven  
Associate Director, Quality  
Solutions

Overview of MACRA and the Implications on  
Reimbursement

Albert Brooks, MD  
Chief, Medical Affairs

**IV. CONSIDERATION OF MINUTES**

October 12, 17, 24, and 26, 2016

*Motion Required*

**V. COMMUNICATIONS**

A. Oral

B. Written

From Kranthi Achanta, MD Chief of Staff,  
dated October 24, 2016 requesting approval  
of Medical Staff Credentialing Action Items.

*Motion Required*

**VI. INFORMATION**

A. Service League Report

B. Medical Staff Report

C. Hospital Calendar

D. Presentation of Lean Certificates and Pins

E. Construction Report

F. Quality Report  
Influenza Update - 2016

G. Finance Report

H. Hospital Operations Report

**PRESENTED BY:**

Debbie Jackson  
Service League President

Kranthi Achanta, MD  
Chief of Staff

Nancy Farber  
Chief Executive Officer

Kimberly Hartz  
Senior Associate Administrator

Donald Pipkin  
Chief of Strategic Management

Ed Fayen  
Senior Associate Administrator

Mary Bowron, DNP, RN, CIC  
Senior Director of Quality &  
Resource Management

Chris Henry  
Associate Administrator and  
Chief Financial Officer

Nancy Farber  
Chief Executive Officer

**VII. ACTION**

A. Consideration of Pipe Replacement

**VIII. ADJOURN TO CLOSED SESSION**

*In accordance with Section 1461, 1462, 32106 and 32155 of the California health & Safety Code and Sections 54962 and 54954.5 of the California Government Code, portions of this meeting may be held in closed session.*

A. Report and discussion regarding California Government Code section 54957: Personnel matters

B. Report involving a trade secret pursuant to Health & Safety Code section 32106

New Program

Estimated date of public disclosure: October 2017

**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, October 12, 2016 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00p.m. and led those present in the Pledge of Allegiance.

*CALL TO ORDER*

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

*ROLL CALL*

Also present: Kranthi Achanta; Chief of Medical Staff; Debbie Jackson; Service League 1<sup>st</sup> President; Kimberly Hartz, Senior Associate Administrator; Colleen Doerr, Senior Executive Assistant II

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

Kimberly Hartz, Senior Associate Administrator introduced Chris Henry, Associate Administrator and Chief Financial Officer. Mr. Henry introduced Michael MacBryde, CPA from PricewaterhouseCoopers, LLP. Mr. MacBryde presented the Results of the 2016 Financial Statement Audit to the Board of Directors discussing the significant accounting policies and practices, summarized statements of net position patient service revenue, operating revenues, and patient accounts receivable and related allowances. Mr. MacBryde went on to share cash and investments, self-insurance and other actuarially-determined liabilities and other significant areas which include: total capital assets, total debt, Washington Township Medical Foundation (WTMF), and the Washington Outpatient Surgery Center LLC (WOSC). Mr. MacBryde concluded by sharing the new GASB Standards and required communications.

*EDUCATION SESSION:  
Results of Annual Audit*

Director Nicholson moved for approval of the minutes of September 13, 14, 19, 26, and 28, 2016.

*APPROVAL OF  
MINUTES OF  
SEPTEMBER 13, 14, 19,  
26, AND 28, 2016*

Director Stewart seconded the motion.

Roll call was taken:

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

The unanimously carried.

There were no oral communications.

*COMMUNICATIONS:  
ORAL*

The following written communication received from Kranthi Achanta, MD., Chief of Staff, dated September 26, 2016 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:  
WRITTEN*

Appointments:

Anmad, Shahzad, MD; Amin, Nivek, MD; Caldwell, Katherine, MD; Colburn, Gregory, MD; Moran-Gates, Taylor, MD; Sane, Mona, MD; Shah, Tushar, MD; Wedekind, Cristian, CCP

Temporary Privileges:

Anmad, Shahzad, MD; Caldwell, Katherine, MD; Moran-Gates, Taylor, MD; Sane, Mona, MD; Shah, Tushar, MD; Wedekind, Cristian, CCP

Reappointments:

Andrews, Harry, MD; Barry, Aaron, MD; Blaurock, Madeleine, MD; Cotter, Brooks, MD; Dobson, Anthony, MD; Goldberg, Roger, MD; Jones, Maggie, MD; Kantamuneni, Uma, MD; Karipineni, Shakira, MD; Kehl, Robert, MD; Lee, Darlene, MD; Lee, Jennifer, MD; Lien, Kenneth, MD; Lin, Terence, MD; Miller, Kelly, MD; Parnley, Michael, MD; Rasheed, Sabiha, MD; Sahota, Deepinder, DDS; Salama, Nancy, MD; Sanchez, Henry, MD; Sharma, Padmaja, MD; Shotkin, Alan, MD; Silkiss, Rona, MD; Song, James, MD; Sunkavally, Rao, MD; Tang, Heng, MD; Tilley, Spencer, MD; Tilley, Subena, DO; Tom, Peter, MD; Tsang, Nally, MD; Wang, Jennifer, MD; Wu, Emily, MD

Transfer in Staff Category

Elias, Christine, MD; Loube, Daniel, MD; Bhargava, Aditya, MD; Su, Robert, MD

Completion of Proctoring & Advancement in Staff Category

Li, Wendie, MD; Li, Walter, MD; Swan, Megan, MD

Completion of Proctoring Prior to Eligibility & Advancement in Staff Category

Beygui, Ramin, MD; Maguire, Stephanie, PA-C; Saddiqui, Pervez, MD

Extension of Proctorship and Provisional Category

Castro, Melanie, PA-C; Ezzati, Mohammad, MD; LaRock, Kristi, PA-C; Le, Benjamin, PA-C; Nguyen, Tam, MD; Sethi, Saurabh, MD; Yee, Kevin, MD

New Privilege Requests

Blaurock, Madeleine, MD; Lin, Terence, MD

Delete Privilege Requests

Cotter, Brooks, MD; Elias, Christine, MD; La Rock, Kristi, PA-C; Lin, Terence, MD; Sanchez, Henry, MD; Sharma, Padmaja, MD; Shotkin, Alan, MD; Sunkavally, Rao, MD

Withdrawal of Application

Shroff, Yoshita, MD; Itani, Shaker, MD

Resignations:

Bawden, Gina, PA-C; Brooks, Rona, MD; Chao, David, MD; Terry, Yuself, PA-C

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

Director Stewart seconded the motion.

Roll call was taken:

Michael Wallace – aye  
William Nicholson, MD - aye  
Patricia Danielson, RHIT – aye

Bernard Stewart, DDS - aye  
Jacob Eapen, MD – aye

The motion unanimously carried.

Debbie Jackson, Service League President presented the Service League Report. Ms. Jackson shared that in the month of October; the Board of Directors toured the Morris Hyman Critical Care Pavilion and felt very fortunate to be able to have the opportunity. The Care Wear shoe event was held for 2 days on September 29<sup>th</sup> and 30<sup>th</sup>. Ms. Jackson shared that the Nominating Committee is in the building stages for the next Board of Directors for the Service League. There should be a slate of officers within the next month. The Gift Shop continues to develop with the front window dressed for Halloween and Thanksgiving. The Holiday Gift Shop will be held on November 14<sup>th</sup> & 15 with raffle prizes and the addition of decorated holiday trees and wreaths. The baby department has also expanded to include preemie apparel.

*SERVICE LEAGUE  
REPORT*

Dr. Kranthi Achanta reported there are 585 Medical Staff members.

*MEDICAL STAFF  
REPORT*

**The Hospital Calendar video highlighted the following events:**

*HOSPITAL CALENDAR:  
Community Outreach*

**Past Health Promotions & Outreach Events**

On Thursday, September 15<sup>th</sup>, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented “Decoding Vitamins and Supplements”; 21 people attended.

Also on Thursday, September 15<sup>th</sup>, Kristi Caracappa, Health Insurance Information Service Coordinator, presented “New to Medicare: What You Need to Know”; 14 people attended. This seminar repeated on Thursday, September 22<sup>nd</sup>; 10 people attended.

On Sunday, September 18<sup>th</sup>, Washington Hospital and Washington Township Medical Foundation provided information on health related programs and services during the Community Information Faire at the City of Newark’s 61<sup>st</sup> Anniversary of Newark Days. Newark Days is an annual celebration of the City’s incorporation; over 70 people visited the health information booth.

On Tuesday, September 20<sup>th</sup>, as part of the Palliative Care Community Presentation Series, Michelle Hedding, RN, Spiritual Care Coordinator, moderated the “Interfaith Discussion on End of Life Topics” panel discussion. The Palliative Care Community Presentation is a three-part series designed to educate and demystify Palliative Care. Palliative care is about treating the physical, emotional, social and spiritual needs of the patient and their family; 35 people attended

On Wednesday, September 21<sup>st</sup>, Anna Mazzei, registered dietitian, presented “New Dietary Guidelines Support Healthy Choices”; 38 people attended.

Also on Wednesday, September 21<sup>st</sup>, as part of the Speaker’s Bureau, Kristi Caracappa, Health Insurance Information Service Coordinator, provided an

overview of the Health Insurance Information Service program to the Optimist Club of Newark; 12 people attended.

On Saturday, September 24<sup>th</sup> Washington Hospital staffed an information booth at the HERS Breast Cancer Foundation Keep Abreast 5 and 10 k walk/run event at Quarry Lakes in Fremont. Staff provided health information, massages, and athletic strapping tape. The Washington On Wheels Mobile Health Clinic provided first aid support for a variety of injuries. The event raised funds for breast cancer programs and services. Washington Hospital was a sponsor; over 600 people participated in the event.

On Tuesday, September 27<sup>th</sup> Dr. Carmencita Agcaoili, critical care medicine, and Dr. Kadeer Halimi, emergency medicine, presented "Learn the Signs and Symptoms of Sepsis"; 16 people attended.

On Thursday, September 29<sup>th</sup>, Washington Hospital participated in the City of Fremont Health Fair. Washington Hospital employees provided health education, along with glucose, cholesterol, and blood pressure screenings; over 150 people attended the event.

On Tuesday, October 4<sup>th</sup>, Dr. Prasad Katta, endocrinologist, and Vida Reed, RN, presented, "Stop Diabetes Before It Starts"; 16 people attended.

On Wednesday, October 5<sup>th</sup>, as part of the Washington Sports Medicine and Washington Outpatient Rehab Center bimonthly education series, Kimberlee Alvari, registered dietitian, presented "Nutrition and Athletic Performance"; 57 people attended.

On Tuesday, October 11<sup>th</sup>, Kristi Caracappa, Health Insurance Information Service Coordinator, presented "Medicare Options: What You Need to Know"; 30 people attended.

#### **Upcoming Health Promotions & Community Outreach Events**

On Thursday, October 13<sup>th</sup> from 5:00 to 7:30 p.m., Washington Hospital will host the annual Think Pink Breast Health Awareness Event. The event will feature a health fair and presentations by Dr. William Dugoni, surgeon, Lorie Roffelsen, registered dietitian, and Dr. Vandana Sharma, oncologist. The program will also feature Tai Chi and meditation activities for participants to partake. Dr. Victoria Leiphart, gynecologist, will moderate the event.

On Tuesday, October 18<sup>th</sup> from 6:00 to 8:00 pm Washington Hospital will continue the 2016 Family Caregiver Educational Series with week two featuring "Day-to-Day Aspects of Caregiving." This six-week comprehensive series offers resources and strategies for family caregivers to provide quality care for their loved ones.

On Tuesday, October 25<sup>th</sup>, week three, will include "Advocacy for Caregivers." On Tuesday, November 1<sup>st</sup>, week four, will highlight "Managing Family Dynamics in Caregiving." And on Tuesday, November 8<sup>th</sup>, week five, will focus on "Legal and Financial Affairs"

On Wednesday, October 19th, 26th, and November 2nd from 7:00 to 8:30 p.m., Dr. Victoria Leiphart, gynecologist, will be presenting, "Restoring Balance," a three-week stress reduction program.

On Thursday, October 20<sup>th</sup> from 1:00 to 3:00 pm, Dr. Tam Nguyen, family medicine, will present "Obesity: Understand the Causes, Consequences, and Prevention."

Also on Thursday, October 20<sup>th</sup>, from 7:00 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Keeping Your Brain Healthy."

On Saturday, October 29<sup>th</sup>, from 10:00 a.m. to 1:00 p.m., Washington Hospital will host the annual Abdominal Aortic Aneurysm Screening. Aneurysms develop over time and may have no symptoms, but if one bursts, it can cause immediate and life-threatening symptoms. Dr. Ash Jain, Cardiologist and Dr. John Thomas Mehigan, Vascular Surgeon, will be on hand to interpret results from this Doppler screening. This event is sponsored by Fremont Bank.

On Tuesday, November 1<sup>st</sup>, from 6:00 to 8:00 pm, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Melissa Reyes, RN, will present, "Introduction – Stroke" and "Risk Factors for Stroke."

On Wednesday, November 2<sup>nd</sup>, the Washington Community Health Resource Library in collaboration with nursing students from Samuel Merritt University will be hosting a health fair Cottonwood Place Senior Apartment in Fremont.

This event was organized as part of the nursing student's curriculum to complete the "Support of Community-Based Clients" course. This course provides students with skills to organize health screening and assessment functions to promote well-being to clients living in the community. The nursing students will provide an overview of osteoporosis and the Community Health Resource Library will be providing bone density screenings.

On Wednesday, November 9th from 1:00 to 3:00 pm, Dr. Jason Chu, pulmonologist, will present "Respiratory Health and Lung Cancer Prevention and Detection."

On Thursday, November 10<sup>th</sup> from 6:00 to 8:00 pm, Washington Hospital is hosting a special Community Forum where Leslie D. Michelson, author of *The Patient's Playbook*, will present "Finding the No-Mistake Zone: Lessons from The Patient's Playbook." At this free talk, Mr. Michelson will share lifesaving strategies and decision-making tools that you and your family members can start using now to become more savvy health care consumers. A book signing will occur immediately following the forum.

### **Washington Hospital Healthcare Foundation Report**

The Foundation hosted the 30th Annual Top Hat gala on October 8, 2016 in the tent at Washington West. The evening began with a hosted cocktail reception, followed by dinner and dancing. Six hundred and sixty attendees joined the Foundation to

*HOSPITAL CALENDAR:  
Washington Hospital  
Foundation Report*



raise funds for the Prenatal Diagnostic Center, a new clinical service offering critical prenatal care to expecting mothers with high-risk pregnancies.

Rod Silveira, the President of the Foundation, said, "The evening was a great night out, and I am so grateful to all the sponsors and donors who supported this important cause."

Our thanks go to this year's gala co-chairs, Dr. Albert Brooks, Dr. Bettina Kurkjian and Marlene Weibel.

### **The Washington Township Healthcare District Board of Directors Report**

Washington Township Healthcare District Board Members attended the "Senior Night Out" hosted by the Tri-City Elder Coalition on September 30th. Board members also participated in the Newark Days Parade where they won 2nd place in the classic car prior to 1974 and 2nd place in the modern vehicle 1974 to present categories on September 17th.

*HOSPITAL CALENDAR:  
The Washington  
Township Healthcare  
District Board of  
Directors Report*

### **Washington Hospital Employee Association, W.H.E.A.**

WHEA's 2016 Drive for Warmth clothing drive starts October 17<sup>th</sup> and will run through October 28<sup>th</sup>. Items in need are coats, blankets, gloves, mittens, scarves hats and sleeping bags. Donations will benefit those served by the Tri City Volunteers. Barrels can be found at Washington West, the ground floor of the main hospital and on the 4<sup>th</sup> floor of the Civic Center Building.

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

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

During the month of September, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members at the Fremont Family Resource Center, the Fremont Senior Center and the Ruggieri Senior Center in Union City.

*HOSPITAL CALENDAR:  
Washington On Wheels  
Mobile Health Van*

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of September was 87.

### **Internet Marketing**

There were over 29,809 visits to the hospital website in the month of September. The hospital's Employment section was the most viewed webpage with 13,818 page views, followed by the About WHHS section with 11,664 page views. The Physicians section with 9,600 page views. The Volunteers section had 4,468 page views and the Women's Health and Pregnancy section had 1,986 page views.

*HOSPITAL  
CALENDAR:  
Internet Report*

### **InHealth - Channel 78**

During the month of September, Washington Hospital's cable channel 78, InHealth, captured new programming including two Health and Wellness Programs titled "Mindful Healing" and "Preventative Screenings: Why and When are they Important?," a Palliative Care Community Presentation called "Interfaith Discussion on End of Life Topics," a Sports Medicine Program named "Big Changes in Concussion Care," and a Diabetes Matters program titled "Open Enrollment: Navigating Insurance with Diabetes."

*HOSPITAL  
CALENDAR:  
InHealth*

In addition, InHealth aired four Health and Wellness programs titled "Heart Health: What You Need to Know", "Learn the Latest Treatment Options for GERD", "Do You Have Knee Pain?", and "Pain When You Walk? It Might be PVD." InHealth also aired "Inside Washington Hospital: Implementing the Lean Management System", a Diabetes Matters program called "Diabetes Roundtable", and the September Board of Directors meeting.

### **Additional Events**

On Tuesday, September 13<sup>th</sup>, the Washington Hospital Sports Medicine Team participated in the Concussion Legacy Foundation's Team Up Day – a day designed to encourage athletes to team up and speak up to fight concussions, including looking out for concussions in teammates and speaking up to coaches and other adults when an athlete believes a teammate could have a concussion. Team Up Day is meant to help to ensure athletes continue to be healthy and safe in their sport.

Washington Hospital Sports Medicine physicians are now using a new state-of-the-art tool called EyeSync that radically improves concussion detection. Physicians are at the sideline of local high school football team games and can quickly assess player who are suspected of having sustained a concussion. The new virtual reality tool is proven to drastically reduce the time it takes to reliably diagnose a concussion from 30-40 minutes to less than a minute.

### **Employee of the Month**

Staff Nurse II, Katie Gorman is October's Employee of the Month. Katie joined Washington hospital as a new grad on June 2007. She is described by her co-workers as one of the most committed and efficient nurses who put her patients' needs first. Her exemplary service and compassionate demeanor make her a pleasure to work with. She demonstrates great listening skills, her gentleness and ability to give the best care makes patients and their families feel very special. She enriches the patient experience at Washington Hospital. Katie has served Washington Hospital at different capacity as a charge nurse, resource nurse, BLS instructor and preceptor. As a Staff Nurse II, Katie has continued to grow in activities geared to support the patient and to assure quality nursing care has been carried out. Katie uses Evidenced Based Practices in assessment and delivery of patient care. She assures that the evening shift management team is aware of patient care issues and supports inter-professional practice in assessment, recommendations and advocating for the patient in problem resolution. Recently, Katie participated in the new Lean program initiative and she is helping to spread this organizational strategy to her peers as Washington Hospital positions itself for the future.

Kimberly Hartz, Senior Associate Administrator introduced Nicholas Legge, Sr. Director Support Services. Mr. Legge presented the Supply Chain: Value Stream and Kaizen Workshops presentation noting that Value Streams are chosen by access or capacity, patient safety, defects, cost reduction, Physician/Staff satisfaction and patient satisfaction. Mr. Legge continued by discussing mapping the process and primary areas of focus. Mr. Legge shared the dates of the supply chain workshop and the 5S of the Sterile Processing Department. Receiving and Distribution as well

*HOSPITAL  
CALENDAR:  
Additional Events*

*HOSPITAL  
CALENDAR: Employee  
of the Month – Katie  
Gorman*

*LEAN/KAIZEN  
UPDATE*

as Par Levels and Kanban and Solutions were shared. The next steps include sustaining 5S in the Sterile Processing and General Storeroom by continue to monitor the new process and revise when necessary.

Kimberly Hartz, Senior Associate Administrator introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented the construction update on the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the Puling Feeder Cables on the Ground Floor as well has the overhead piping and doctor on level 2 and the installation of the exterior metal panels on the North side. A photo of the installation of the roofing system and a site view of Phase 2 was also shared.

*CONSTRUCTION  
REPORT  
Construction Update*

Nancy Farber, Chief Executive Officer introduced Mary Bowron, Senior Director of Quality & Resource Management. Ms. Bowron presented the Infection Prevention Update: Ensuring Safety of Endoscopic Procedures. Ms. Bowron shared background information and potential outcomes of inadequate regulation. Ms. Bowron continued by discussing regulations of scope cleaning, standard steps of cleaning scopes and recent regulatory changes and shared recent steps taken to ensure safety at Washington Hospital: interprofessional approach, education & training, and structure and design. Ms. Bowron concluded by sharing the future direction which include continuing to comply with regulatory and manufacturer's protocol, with adherence to Washington Hospital-specific policies and procedures, comprehensive multidisciplinary infection prevention rounds with periodic surveillance, ongoing education and review of policies, procedures and data to ensure consistency with latest recommendations, and currently evaluating bronchoscopes to ensure adequate monitoring and review of cleaning protocol.

*QUALITY REPORT:  
Infection Prevention  
Update: Ensuring Safety  
of Endoscopic Procedures*

Chris Henry, Chief Financial Officer, presented the Finance Report for August 2016. The average daily census was 148.3 with admissions of 942 resulting in 4,596 patient days. Outpatient observation equivalent days were 248. The average length of stay was 4.84 days. The case mix index was 1.540. Deliveries were 170. Surgical cases were 362. Joint Replacement cases were 138. Neurosurgical cases were 28. Cardiac Surgical cases were 11. The Outpatient visits were 7,204 and Emergency visits were 4,409. Total productive FTEs were 1,193.9. FTEs per adjusted occupied bed were 6.59.

*FINANCE REPORT*

Ms. Hartz presented the Hospital Operations Report for August. Preliminary information indicated inpatient revenue for the month of September at approximately \$161,700,000. The Average Length of Stay of 4.70 and there were 4,282 patient days. There were 362 Surgical Cases and 318 Cath Lab procedures at the Hospital. Deliveries for September were 150. Non-Emergency Outpatient visits were 6,799. FTEs per Adjusted Occupied Bed were 6.8. The Washington Outpatient Surgery Center had 484 cases and the clinics saw approximately 3,847 patients.

*HOSPITAL  
OPERATIONS REPORT*

Director Eapen moved for adoption of Resolution No. 1173, which is the Memorandum of Understanding between Nancy Farber, Chief Executive Officer, authorized representative of Washington Hospital, and the Stationary Engineers,

*CONSIDERATION OF  
RESOLUTION NO. 1173,  
MEMORANDUM OF*

Local 39, a recognized majority representative under the terms of Board Resolution 331A, effective October 12, 2016.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

Director Eapen moved for approval and adoption of the recommended changes to the Washington Hospital Healthcare System Mission, Vision and Values statements as reviewed in conjunction with the strategic planning process that Washington recently underwent. These statements were discussed and reviewed with the purpose of concisely conveying the purpose, direction and driving forces of our organization.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

Director Eapen moved for the approval and adoption of the Washington Hospital Healthcare System Strategic Map: 2016-19. The strategic map depicts the key elements of Washington's three-year strategy with the understanding that adjustments may need to be made as the environment changes.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved the Chief Executive Officer be authorized to proceed with the purchase of the hardware, software, and implementation services for the Abbott Chemistry Analyzers and Instrument Manager for a total amount not to exceed \$759,042. This was included

*UNDERSTANDING  
BETWEEN  
WASHINGTON HOSPITAL  
AND THE STATIONARY  
ENGINEERS, LOCAL 39*

*APPROVAL OF  
MISSION, VISION AND  
VALUES STATEMENTS*

*APPROVAL OF  
WASHINGTON  
HOSPITAL  
HEALTHCARE SYSTEM  
STRATEGIC MAP: 2016-  
19*

*APPROVAL OF THE  
CHEMISTRY  
ANALYZERS AND  
INSTRUMENT  
MANAGER*

in the Fiscal Year 2017 Capital Budget.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved the Chief Executive Officer be authorized to proceed with the purchase of the hardware, software, and implementation services for the Provation GI for Endoscopy for a total amount not to exceed \$219,468. This was included in the Fiscal Year 2017 Capital Budget.

*APPROVAL OF  
PROVATION GI  
SOFTWARE*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously 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 7:59 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

*ADJOURN TO CLOSED  
SESSION*

There being no further business, Director Wallace adjourned the meeting at 8:18pm.

*ADJOURNMENT*

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Michael Wallace  
President

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Patricia Danielson, RHIT  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, October 17, 2016 in the Anderson C Auditorium, 2500 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; William Nicholson, MD; Bernard Stewart, DDS; Patricia Danielson, RHIT; Jacob Eapen, MD

*ROLL CALL*

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

There were no oral communications.

*COMMUNICATIONS*

There were no written communications.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Wallace adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to Hospital trade secrets.

*ADJOURN TO CLOSED SESSION*

Director Wallace reconvened the meeting to open session at 7:03 p.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION*

Director Eapen moved for acceptance of the Audit Report for Fiscal Year ending June 30, 2016, as presented and that the Secretary be directed to publish the report in accordance with applicable law and Hospital Policies and Procedures.

*CONSIDERATION OF AUDIT REPORT FISCAL YEAR ENDING JUNE 30, 2016*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

There being no further business, Director Wallace adjourned the meeting at 7:04 p.m.

*ADJOURNMENT*

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Michael Wallace  
President

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Patricia Danielson, RHIT  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, October 24, 2016 in the Fremont Conference 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: Kranthi Achanta, MD; Timothy Tsoi, MD; Peter Lunny, MD; Kimberly Hartz, Senior 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.

*ADJOURN TO CLOSED  
SESSION*

Director Nicholson reconvened the meeting to open session at 8:30 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 8:30 a.m.

*ADJOURNMENT*

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Michael Wallace  
President

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Patricia Danielson, RHIT  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, October 26, 2016 in the Anderson C Auditorium, 2500 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; William Nicholson, MD; Bernard Stewart, DDS; Patricia Danielson, RHIT  
Excused: Jacob Eapen, MD

*ROLL CALL*

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior Associate Administrator; Ed Fayen, Senior Associate Administrator; Bryant Welch, Associate Administrator, Tina Nunez, Associate Administrator, Chris Henry, Associate Administrator; Stephanie Williams, Associate Administrator; Colleen Doerr, Senior Executive Assistant II

There were no oral communications.

*COMMUNICATIONS*

There were no written communications.

Director Wallace moved the action item A, Consideration of Response to LAFCO letter dated September 27, 2016 out of agenda order.

Director Danielson moved for acceptance of the response to the LAFCO letter dated September 27, 2016 as presented.

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Wallace adjourned the meeting to closed session at 6:11 p.m., as the discussion pertained to Hospital trade secrets.

*ADJOURN TO CLOSED SESSION*

Director Wallace reconvened the meeting to open session at 7:51 p.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION*

There being no further business, Director Wallace adjourned the meeting at 7:51 p.m.

*ADJOURNMENT*

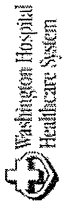
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Michael Wallace  
President

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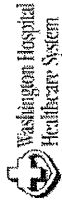
Patricia Danielson, RHIT  
Secretary





**WASHINGTON HOSPITAL**  
**MONTHLY OPERATING REPORT**

**September 2016**



**WASHINGTON HOSPITAL  
INDEX TO BOARD FINANCIAL STATEMENTS  
September 2016**

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



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# Memorandum

**DATE:** November 4, 2016  
**TO:** Board of Directors  
**FROM:** Nancy Farber  
**SUBJECT:** Washington Hospital – September 2016  
Operating & Financial Activity

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**SUMMARY OF OPERATIONS** – (Blue Schedules)

1. **Utilization – Schedule Board 3**

<u>ACUTE INPATIENT:</u>	September <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
Average Daily Census	142.7	162.8	154.5
# of Admissions	908	997	1,003
Patient Days	4,282	4,884	4,710
Discharge ALOS	4.70	4.90	4.65

<u>OUTPATIENT:</u>	September <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
OP Visits	6,799	7,518	7,022
ER Visits	4,162	4,305	4,397
Observation Equivalent Days – OP	317	196	252

Comparison of September 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 73.8 below budget. Total productive FTEs for September were 1,194.0, 62.6 below the budgeted level of 1,256.6. Nonproductive FTEs were 11.2 below budget. Productive FTEs per adjusted occupied bed were 5.91, 0.16 above the budgeted level of 5.75. Total FTEs per adjusted occupied bed were 6.78, 0.17 above the budgeted level of 6.61.

3. **Income - Schedule Board 1**

For the month of September the Hospital realized a loss of \$1,459,000 from operations.

Total Gross Patient Service Revenue of \$161,692,000 for September was 7.3% below budget.

Deductions from Revenue of \$125,371,000 represented 77.54% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 76.53%.

Total Operating Revenue of \$36,886,000 was \$4,628,000 (11.1%) below the budget.

Total Operating Expense of \$38,345,000 was \$1,502,000 (3.8%) below the budgeted amount.

The Total Non-Operating Gain of \$1,627,000 for the month of September includes an unrealized loss on investments of \$33,000 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 September was \$168,000, which was \$3,178,000 less than the budgeted gain of \$3,346,000.

The Total Net Loss for September 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 \$1,143,000 compared to a budgeted gain of \$1,951,000.

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

There were no noteworthy changes in assets and liabilities when compared to August 2016.

NANCY FARBER  
Chief Executive Officer

NF/CH:cd



**WASHINGTON HOSPITAL**  
**STATEMENT OF REVENUES AND EXPENSES**  
 September 2016  
**GASB FORMAT**  
 (in thousands)

SCHEDULE BOARD 1

	SEPTEMBER			YEAR TO DATE		
	ACTUAL	BUDGET	% VAR.	ACTUAL	BUDGET	% VAR.
1						
2	\$ 114,204	\$ 129,913	-12.1%	\$ 348,745	\$ 375,810	-7.2%
3	47,488	44,476	6.8%	138,548	132,749	4.4%
4	161,692	174,389	-7.3%	487,293	508,559	-4.2%
5	(125,371)	(133,465)	6.1%	(378,265)	(388,758)	2.7%
6	77.54%	76.53%		77.63%	76.44%	
7	36,321	40,924	-11.2%	109,028	119,801	-9.0%
8	565	590	-4.2%	1,916	1,007	90.3%
9	36,886	41,514	-11.1%	110,944	120,808	-8.2%
10						
11	14,967	15,510	3.5%	45,231	46,040	1.8%
12	5,953	5,950	-0.1%	17,076	17,671	3.4%
13	4,305	4,626	6.9%	13,016	13,717	5.1%
14	4,982	5,114	2.6%	14,951	15,160	1.4%
15	1,487	1,506	1.3%	4,316	4,504	4.2%
16	3,086	3,488	402	11,064	10,171	(893)
17	2,853	2,853	0	8,442	8,442	0
18	712	800	88	2,249	2,432	183
19	38,345	39,847	1,502	116,345	118,137	1,792
20	(1,459)	1,667	(3,126)	(5,401)	2,671	(8,072)
21	-3.96%	4.02%		-4.87%	2.21%	
22						
23	221	221	0	800	661	139
24	27	0	27	120	0	120
25	68	63	5	176	188	(12)
26	1,344	1,395	(51)	4,052	4,044	8
27	(33)	0	(33)	(807)	0	(807)
28	1,627	1,679	(52)	4,341	4,893	(552)
29	\$ 168	\$ 3,346	\$ (3,178)	\$ (1,060)	\$ 7,564	\$ (8,624)
30	0.46%	8.06%		-0.96%	6.26%	
31	\$ (1,143)	\$ 1,951	\$ (3,094)	\$ (4,305)	\$ 3,520	\$ (7,825)
	-3.10%	4.70%		-3.88%	2.91%	

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





**WASHINGTON HOSPITAL  
BALANCE SHEET**  
September 2016  
*(In thousands)*

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS		SEPTEMBER 2016	AUDITED JUNE 2016	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		SEPTEMBER 2016	AUDITED JUNE 2016
<b>CURRENT ASSETS</b>							
1	CASH & CASH EQUIVALENTS	\$ 40,153	\$ 38,459	1	CURRENT MATURITIES OF LT OBLIG	\$ 6,454	\$ 5,056
2	ACCOUNTS REC NET OF ALLOWANCES	60,274	62,580	2	ACCOUNTS PAYABLE	34,413	42,079
3	OTHER CURRENT ASSETS	9,903	8,018	3	OTHER ACCRUED LIABILITIES	47,400	57,085
4	TOTAL CURRENT ASSETS	<u>110,330</u>	<u>109,057</u>	4	INTEREST	5,218	11,321
				5	TOTAL CURRENT LIABILITIES	<u>93,485</u>	<u>115,551</u>
<b>ASSETS LIMITED AS TO USE</b>							
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	187,604	187,431	6	LONG-TERM DEBT OBLIGATIONS	198,689	204,019
7	GENERAL OBLIGATION BOND FUNDS	150,986	184,470	7	REVENUE BONDS AND OTHER	341,245	342,546
8	REVENUE BOND FUNDS	10,438	10,441				
9	BOND DEBT SERVICE FUNDS	8,403	25,041	10	OTHER LIABILITIES	56,516	52,960
10	OTHER ASSETS LIMITED AS TO USE	15,429	15,591	11	NET PENSION LIABILITY	9,462	9,057
11	TOTAL ASSETS LIMITED AS TO USE	<u>372,860</u>	<u>422,974</u>	12	WORKERS' COMP	39,620	38,791
13	OTHER ASSETS	144,087	139,895				
14	NET PROPERTY, PLANT & EQUIPMENT	526,033	505,967	14	NET POSITION	424,356	425,416
15	TOTAL ASSETS	<u>\$ 1,153,320</u>	<u>\$ 1,177,893</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,163,373</u>	<u>\$ 1,188,340</u>
16	DEFERRED OUTFLOWS	24,809	27,061	16	DEFERRED INFLOWS	14,756	16,614
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,178,129</u>	<u>\$ 1,204,954</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,178,129</u>	<u>\$ 1,204,954</u>



**WASHINGTON HOSPITAL  
OPERATING INDICATORS**  
September 2016

12 MONTH AVERAGE	SEPTEMBER			YEAR TO DATE		
	ACTUAL	BUDGET	% VAR.	ACTUAL	BUDGET	% VAR.
					FAV (UNFAV) VAR	
154.5	142.7	162.8	-12%	143.7	152.9	(9.2)
8.3	10.6	6.5	63%	9.4	6.4	3.0
10.8	10.8	11.1	-3%	10.8	10.9	(0.1)
173.6	164.1	180.4	-9%	163.9	170.2	(6.3)
4.3	3.5	4.0	-13%	4.4	3.9	0.5
4,710	4,282	4,884	-12%	13,220	14,067	(847)
1,003	908	997	-9%	2,793	2,897	(104)
4.65	4.70	4.90	-4%	4.65	4.86	(0.21)
1,543	1,589	1,566	1%	1,566	1,542	0.024
135	122	143	-15%	390	413	(23)
24	28	31	-10%	82	89	(7)
9	12	11	9%	38	30	8
208	200	236	-15%	582	717	(135)
376	362	421	-14%	1,092	1,249	(157)
357	318	410	-22%	1,047	1,191	(144)
153	150	153	-2%	457	472	(15)
7,022	6,799	7,518	-10%	20,713	22,072	(1,359)
4,397	4,162	4,305	-3%	12,699	12,801	(102)
1,212.5	1,194.0	1,256.6	5%	1,179.0	1,216.9	37.9
180.0	176.5	187.7	6%	195.5	187.1	(8.4)
1,392.5	1,370.5	1,444.3	5%	1,374.5	1,404.0	29.5
5.79	5.91	5.75	-3%	5.87	5.88	0.01
6.65	6.78	6.61	-3%	6.85	6.79	(0.06)

**PATIENTS IN HOSPITAL**

1	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	
2	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	
3	WELLBORN NURSERY AVERAGE DAILY CENSUS	
4	TOTAL	
5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	
6	ADULT & PEDIATRIC PATIENT DAYS	
7	ADMISSIONS-ADULTS & PEDIATRIC	
8	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	

**OTHER KEY UTILIZATION STATISTICS**

9	OVERALL CASE MIX INDEX (CMI)	
10	SURGICAL CASES	
11	JOINT REPLACEMENT CASES	
12	NEURO SURGICAL CASES	
13	CARDIAC SURGICAL CASES	
14	GENERAL SURGICAL CASES	
15	TOTAL SURGICAL CASES	
16	DELIVERIES	
17	OUTPATIENT VISITS	
18	EMERGENCY VISITS	

**LABOR INDICATORS**

19	PRODUCTIVE FTE'S	
20	NON PRODUCTIVE FTE'S	
21	TOTAL FTE'S	
22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	
23	TOTAL FTE/ADJ. OCCUPIED BED	

\* included in Adult and Peds Average Daily Census