



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, December 9, 2015 – 6:00 P.M.

Conrad E. Anderson, MD Auditorium

AGENDA

PRESENTED BY:

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

Patricia Danielson, RHIT
Board Member

II. ROLL CALL

Christine Flores
District Clerk

III. ELECTION OF OFFICERS

Motion Required

IV. EDUCATION SESSION:

East Bay Safe Prescribing Coalition

Tom Sugarman, MD, FACEP,
FAAEM
Co-Chair, East Bay Safe
Prescribing Coalition

V. CONSIDERATION OF MINUTES

November 11, 16, 23, and 24, 2015

Motion Required

VI. COMMUNICATIONS

A. Oral

B. Written

From Kranthi Achanta, MD Chief of Staff,
dated November 23, 2015 requesting approval
of Medical Staff Credentialing Action Items.

Motion Required

VII. INFORMATION

A. Service League Report

PRESENTED BY:

Debbie Jackson
Service League President

- | | | |
|----|--|--|
| B. | Medical Staff Report | Kranthi Achanta, MD
Chief of Staff |
| C. | Hospital Calendar | Nancy Farber
Chief Executive Officer |
| D. | Construction Report | Ed Fayen
Senior Associate Administrator |
| E. | Quality Report

Quality Dashboard – QE 09/2015 | Mary Bowron, DNP, RN, CIC
Senior Director of Quality &
Resource Management |
| F. | Finance Report | Chris Henry
Associate Administrator and
Chief Financial Officer |
| G. | Hospital Operations Report | Nancy Farber
Chief Executive Officer |

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 involving a trade secret pursuant to Health & Safety Code section 32106
New Program
Estimated date of public disclosure: December 2016
- B. Conference regarding medical audit reports, quality assurance reports and privileging pursuant to Health & Safety Code Section 32155.
- C. Report and discussion regarding California Government Code section 54957: Personnel matters

IX. RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

Patricia Danielson, RHIT
Board Member

X. ADJOURNMENT

Patricia Danielson, RHIT
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, November 11, 2015, in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:02p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

Before beginning with the agenda, in observance of Veterans' Day, Director Danielson thanked those who have served and are serving our country: the Marine Corps, Army, Navy, and Coastguard.

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

ROLL CALL

Also present: Kimberly Hartz, Senior Associate Administrator; Kranthi Achanta, Chief of Medical Staff; Debbie Jackson, Service League President; Christine Flores, District Clerk

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

Kimberly Hartz, Senior Associate Administrator introduced David Bromall, Vice President of Quality Solutions at Healthgrades. Mr. Bromall presented the 2015/2016 Healthgrades Awards. Mr. Bromall shared that Healthgrades measure mortality rates and complication rates. Healthgrades independently analyze each short-term acute care hospital in the country – nearly 5,000. Hospitals may not opt-in or opt-out and statistical models are used to compare actual vs. predicted performance for specific patient outcomes. Washington Hospital received awards for: Top 5% in National for Overall Clinical excellence in 2014 and 2015, America's 100 Best for Joint Replacement for 2012-2016, America's 100 Best for Orthopedic Surgery for 2014-2016, 5-Stars for Hip and Knee Replacement, Top 5% in the nation for Overall Patient Safety. Washington Hospital is also the five-star recipient of the following awards: Treatment of Heart Attack, Pneumonia, Sepsis, and Stroke, as well as Women's Health and Esophageal/Stomach Surgeries.

*EDUCATION SESSION:
2015/2016 Healthgrades*

Director Nicholson moved for approval of the minutes of October 14, 19, and 22, 2015.

*APPROVAL OF
MINUTES OF OCTOBER
14, 19, AND 22, 2015*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

Director Danielson opened the floor to communications from the public.
Zach Goldman, Kathy Rayl, Kim Lake, Helen Jue, Laurie Miller, Bill Westcott, Kim

*COMMUNICATIONS:
ORAL*

Sullivan, Cecile Vatto, and Yesin Rommel were invited to address the board. The speakers addressed the Board regarding the California Nurses' Association (CNA) negotiations, the retaining of experienced nurses and providing adequate resources.

Director Danielson addressed the public noting Washington Hospital values our as our unions are our partners in providing top quality care and look forward to successfully reaching a conclusion to these negotiations.

The following written communication received from Kranthi Achanta, M.D., Chief of Staff, dated October 22, 2015 requesting approval of Medical Staff Credentialing Action Items as follows:

COMMUNICATIONS:
WRITTEN

Appointments:

Bonilla, Hector, MD; Chawla, Harman, MD; Padrez, Ryan

Temporary Privileges:

Chawla, Harman, MD

Reappointments:

Ahuja, Rajiv, MD; Balakrishnan, Sangeetha, MD; Berke, David, MD; Busby, William, MD; Chen, Joan, MD; Cheng, David, MD; Clauson, William, MD; Dugoni, William, MD; Gorsulowsky, David, MD; Iocco, John, MD; Johnson, Warren, D.P.M; Kramer, Scott, MD; Mahal, Anmol, MD; Paik, William, MD; Pavesi, Marco, MD; Popple, Clifford, MD; Schuchard, Marilee, MD; Siddiq, Simin, MD; Siddiqi, Saif, MD; Silva, Raymond, MD; Young, Philip, MD;

Conditional Reappointments:

Suri, Rajesh, MD

Transfer in Staff Category:

Siddiq, Simin, MD; Cohen, Erik, MD; Chen, Fulton, MD; Stern, Debra, MD; Terry, Yusef, PA-C; Joshi, Chelsea, MD

Completion of Proctoring & Advancement in Staff Category:

Cohen, Eric, MD; Joshi, Chelsea, PA-C; Stern, Debra, MD; Terry, Yusef, PA-C

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category:

Tafti, Mona, MD; Monticelli, Alisa, MD; Green, Gary, MD; Kurtek, Richard, MD; Miller, David, MD; Pham, Steve, MD; Sun, Yao, MD; Kimm, Yoon, MD

Delete Privilege Requests:

Miller, David, MD

Withdrawal of Application:

Heine, Lance, PA-C; Sheikh, Rirdos, MD

Resignations:

Badani, Rupal, MD; Patel, Rakesh, MD; Mormino, Lori, PA-C; Prasertsit, Sara,

MD; Depper, Julie, PA-C; Noronha, Michael, MD; Sharma, Seema, MD; Bindra, Supreet, MD; Boohar, Lisa, MD; Thiara, Randeep, MD; Bouvier, Denis, MD; Malik, Bhavna, MD

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

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

Debbie Jackson, Service League President presented the Service League Report. Ms. Jackson shared the October was a very active month for the Service League with the celebration of the 60th Anniversary on October 13th. The celebration was held in the Grand White Tent with past presidents, past and current volunteers, dignitaries, WHHS board members, hospital staff and guests. It was a memorable afternoon with Newark and Logan High School choirs performing, a video presentation from various hospital staff and past presidents giving their testimonies on the Service League. In addition the Service League was acknowledge from city, county and state representatives. The Think Pink event on October 15th was a great success. The Service League was represented as a vendor with a booth promoting volunteering.

*SERVICE LEAGUE
REPORT*

Dr. Kranthi Achanta reported there are 559 Medical Staff members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

During October and November, Lucy Hernandez, Community Outreach Project Manager, presented 4 hand hygiene classes for students at Mattos Elementary School in Fremont and Kennedy Elementary School in Newark; 112 students attended.

On Thursday, October 15th, Washington Hospital hosted the 7th Annual Think Pink Breast Health Awareness event. The event featured a health fair and presentations by Dr. Vandana Sharma, oncologist, Dr. Prasad Kilaru, plastic surgeon, Dr. Ingrid Oakley–Girvan, research scientist, and Nachal Bhangal, registered dietitian. Dr. Victoria Leiphart, gynecologist, moderated the event; over 400 people attended.

On Tuesday, October 20th, Dr. Jason Van Tassel, Ear, Nose and Throat Specialist, presented “Obstructive Sleep Apnea: New Options for Treatment”; 59 people attended.

On Thursday, October 29th, Glenmoor Elementary School in Fremont hosted a student health fair. Washington Hospital staff provided nutrition tips and information on proper hand washing and hygiene to prevent infection and the spread of germs; over 300 students attended.

On Saturday, October 31st, Washington Hospital hosted the Children's Health and Safety Fair. This free interactive event provided health and safety information for families. This event was co-sponsored by UCSF Benioff Children's Hospital, Washington Township Medical Foundation and the Washington Hospital Employee Association; over 200 people attended.

On Tuesday, November 3rd, Dr. Mark Saleh, urologist, presented "Prostate Cancer: What You Need to Know"; 31 people attended.

On Saturday, November 7th, Washington Hospital screened 137 people at the Abdominal Aortic Aneurysm Screening. These aneurysms develop over time and may have no symptoms. Of the 137 screened, 7 were found to have possible aortic aneurysms and 16 were found to have other serious health conditions.

Upcoming Health Promotions & Community Outreach Events

On Saturday, November 14th from 8:00 a.m. to 1:30 p.m., Washington Hospital will host the Annual Diabetes Awareness Health Fair. The event will feature a health fair including blood glucose, cholesterol, and blood pressure screenings and presentations by Dr. Prasad Katta, endocrinologist, Dr. Archana Bindra, endocrinologist, Vida Reed, R.N., and Anna Mazzei, Registered Dietitian.

On Tuesday, November 17th from 1:00 to 3:00 p.m. Registered Dietitians, Kimberlee Alvani and Maggie Guting will be providing a "Healthy Holiday Cooking Demonstration"

On Tuesday, December 1st from 6:00 to 7:00 p.m., as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Doug Van Houten, R.N., will be presenting "Acute management of Stroke and Chronic Care and Stroke Rehabilitation"

On Thursday, December 3rd from 7:00 to 8:00 p.m., as part of the Diabetes Matters Series, Minh-Thu Dennen, PharmD, will be presenting, "Diabetes Medications Update."

Washington Hospital Healthcare Foundation Report

In December, the Washington Hospital Healthcare Foundation will host the annual Tree of Angels for Hospice 2015 Tree Lighting Ceremonies and Holiday Events.

The Tree Lighting Ceremonies will begin on Monday, November 30th at 6:00 p.m. at Bernardin Family McDonald's on Mission Boulevard.

The Tree Lighting Ceremonies will continue on Monday, December 7th at 6:30 p.m. at Newark City Hall and on Thursday, December 10th at 5:30 p.m. at the Nakamura Clinic in Union City.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

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

WHEA's 2015 Drive for Warmth clothing drive ended on October 23rd. Twenty bags of coats, blankets and other winter items were donated to the Tri-City Volunteers. The items will be distributed to community members in need. WHEA also donated funds to purchase 50 bicycle helmets for Washington Hospital's Children's Health and Safety Fair which took place on October 31st at Washington West. The helmets were part of a drawing that was held for children in attendance at the fair.

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

On November 12th and 13th WHEA will join the Washington Hospital Service League Gift Shop to host the "Holiday Gift Show" WHEA will provide cookies and beverages to those who come by as well as assisting volunteers selling raffle tickets.

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

During the month of October, 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*

W.O.W. also provided occupational health services, including influenza vaccines at AlterG, a medical device company creating mobility enhancement products for physical therapy and athletic training, Mizuho OSI, a medical device company specializing in surgical tables, California Brazing, a manufacturing company focused in heating and thermal management for the development of metal and ceramic parts, Mattson Technology, a manufacturing company and a supplier of semiconductor equipment, Materion Brush, a manufacturing company of consumer electronics, defense and science, industrial and aerospace, automotive electronics, telecommunications infrastructure, appliances, medical and energy products, and AER Worldwide, a solution company of e-recycling, IT asset management, data security & value recovery.

The total number of community members receiving health care at the Washington On Wheels Clinic during the month of October was 335 with 264 receiving occupational health services.

Internet Marketing

There were over 27,417 visits to the hospital website in the month of October. The hospital's Employment section was the most viewed webpage with 12,433 page views, followed by the About WHHS section with 9,854 page views, the Physician Finder with 8,194 page views and the Volunteers section had 3,603 page views.

*HOSPITAL
CALENDAR:
Internet Report*

InHealth - Channel 78

During the month of October, Washington Hospital's cable channel 78, InHealth, captured new programming including a Health and Wellness program called "Colon Cancer: What You Need to Know" and a Diabetes Matters program called "What is Type 1.5 Diabetes?"

*HOSPITAL
CALENDAR:
InHealth*

In addition, InHealth aired three Family Caregiver Series programs titled "Care for the Caregiver" "Fatigue and Depression" and "Coping as a Caregiver" and the October Board of Directors meeting.

Awards and Recognitions

Washington Hospital received the Bronze Award from the Donor Network West. Due to the collaborative clinical and family care between Washington Hospital and the Donor Network West, 75 percent of patients identified as potential organ or tissue donors within the last year became donors.

This award speaks to the progress Washington Hospital has made, regarding education to patients and family members of our ethnically diverse community.

Washington Hospital was one of seven hospitals in the Western Region awarded the Bronze Award by the Donor Network West.

Washington Hospital received a Sepsis Collaborative Recognition from the Surviving Sepsis Campaign in their participation in a collective effort with other hospitals and expert faculty on the West Coast and across the U.S. to improve sepsis care and to reduce mortality.

Sepsis is a potentially life-threatening complication of an infection. Anyone can develop sepsis, but it is most common in older adults or those with weakened immune systems.

Employee of the Month

Pat Ramirez, Patient Accounting Representative is November's Employee of the Month. Pat joined Washington Hospital in 1971 as a file clerk and over the years transitioned into different roles within Patient Accounting. In 2001, Pat's position was reclassified to Patient Accounting Representative, the position that she holds today. Pat is popular around the office for her home-baked cookies and her enthusiasm for the holiday season, which inspires her colleagues to get into the spirit as well. In her free time, Pat's hobbies include antique shopping, reading, baking and enjoying time with her husband, children and grandchildren.

Kimberly Hartz, Senior Associate Administrator introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented the construction update on the parking garage and the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the concrete for Level 6 of the parking garage as well as the formwork for the ramps from level 6 to 7. Mr. Fayen shared photos of the south elevation and rebar, conduit, and post tension cable for the ramp from level 6 to level 7. Mr. Fayen continued by presenting an update on the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the framing for the exterior mock up, the placing of concrete for the rat slab in the north end, as well as the backfilling and compacting around the electrical vaults.

*HOSPITAL
CALENDAR:
Awards and
Recognitions*

*HOSPITAL
CALENDAR: Employee
of the Month – Pat
Ramirez*

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Medicare Patient Safety Monitoring System (MSPMS). Ms. Bowron shared MPSMS is a nationwide monitoring program to identify specific adverse events among hospitalized patients. The goals of MSPMS: improve national patient safety through CMS improvement initiatives, monitor and understand the magnitude of patient adverse events across the nation, plan for future Quality Improvement Organization activities, and evaluate the impact of current CMS programs. MPSMS's definition of an adverse even is "unintended patient harm, injury, or loss more likely associated with interaction with the healthcare delivery system than from an attendance disease process." The selection criteria for an adverse event include: easy to be found in records, likely to be associated with exposure, common burden among Medicare population, cause of serious morbidity or mortality, and preventable or repairable. Ms. Bowron shared the strengths and challenges of MPSMS as well as Washington Hospital's action plan to prevent adverse events.

*QUALITY REPORT:
Medicare Patient Safety
Monitoring System
(MPSMS)*

Chris Henry, Chief Financial Officer, presented the Finance Report for September 2015. The average daily census was 151.6 with admissions of 958 resulting in 4,548 patient days. Outpatient observation equivalent days were 244. The average length of stay was 4.54 days. The case mix index was 1.495. Deliveries were 153. Surgical cases were 485. Joint Replacement cases were 134. Neurosurgical cases were 29. Cardiac Surgical cases were 9. The Outpatient visits were 7,441 and Emergency visits were 4,305. Total productive FTEs were 1,200.1. FTEs per adjusted occupied bed were 6.58.

FINANCE REPORT

Ms. Farber presented the Hospital Operations Report for October. There were 950 patient admissions with an average daily census of 145. This was lower than the budget of 1,062 admissions. Preliminary information indicated inpatient revenue for the month of October at approximately \$120,300,000; 54.2% was Medicare and 20.3% was Medi-Cal, for a total of 74.5% in government program revenue. There were 156 deliveries in the Hospital resulting in 322 baby days. There were 409 surgical cases at the Hospital and 508 cases at the Outpatient Surgery Center. The Emergency Room saw 4,189 patients. The clinics saw approximately 3,998 patients. FTEs per Adjusted Occupied Bed were 6.09.

*HOSPITAL
OPERATIONS REPORT*

There being no further business, Director Danielson adjourned the meeting at 7:45pm.

ADJOURNMENT

Patricia Danielson, RHIT
President

Bernard Stewart, DDS
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, November 16, 2015 in the Anderson C Auditorium, 2500 Mowry Avenue, Fremont, California. Director Danielson 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: Patricia Danielson, RHIT; William Nicholson, MD; Bernard Stewart, DDS; Jacob Eapen, MD
Excused: Michael Wallace

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Ed Fayen, Senior Associate Administrator; Kimberly Hartz, Senior Associate Administrator; Stephanie Williams, Associate Administrator; Bryant Welch, Associate Administrator, Tina Nunez, Associate Administrator, Chris Henry, Associate Administrator; Doug Penner, Gus Arroyo, 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 Danielson adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

ADJOURN TO CLOSED SESSION

Director Danielson reconvened the meeting to open session at 7:15 p.m. and reported no reportable action was taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

In accordance with District Law, Policies and Procedures, Director Eapen moved for denial of the claim received on October 23, 2015 and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6.

CONSIDERATION OF CLAIM: KAUR

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

There being no further business, Director Danielson adjourned the meeting at 7:17pm.

ADJOURNMENT

Patricia Danielson, RHIT
President

Bernard Stewart, DDS
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, November 23, 2015 in the Boardroom, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 7:30 a.m.

*CALL
TO
ORDER*

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

*ROLL
CALL*

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

There were no oral or written communications.

COMMUNICATIONS

Director Danielson 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 Danielson reconvened the meeting to open session at 9:05 a.m. and reported no reportable action was taken in closed session.

*RECONVENE TO
OPEN SESSION &
REPORT ON CLOSED
SESSION*

There being no further business, the meeting adjourned at 9:05 a.m.

ADJOURNMENT

Patricia Danielson, RHIT
President

Bernard Stewart, DDS
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Tuesday, November 24, 2015 in the Boardroom, 2000 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:10 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Ed Fayen, Senior Associate Administrator; Kimberly Hartz, Senior Associate Administrator; Stephanie Williams, Associate Administrator; Tina Nunez, Associate Administrator, Chris Henry, Associate Administrator; Donald Pipkin, Tim Fallon, 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 Danielson adjourned the meeting to closed session at 6:11 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

ADJOURN TO CLOSED SESSION

Director Danielson reconvened the meeting to open session at 7:59 p.m. and reported no reportable action was taken in closed session.

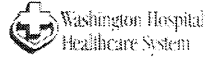
RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Danielson adjourned the meeting at 8:00 pm.

ADJOURNMENT

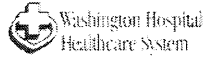
Patricia Danielson, RHIT
President

Bernard Stewart, DDS
Secretary



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

October 2015



WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
October 2015

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



Memorandum

DATE: December 4, 2015
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – October 2015
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. **Utilization – Schedule Board 3**

<u>ACUTE INPATIENT:</u>	<u>October Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	145.4	152.9	159.9
# of Admissions	950	1,062	1,006
Patient Days	4,506	4,740	4,860
Discharge ALOS	4.82	4.39	4.75

<u>OUTPATIENT:</u>	<u>October Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,508	7,710	7,357
ER Visits	4,189	4,520	4,450
Observation Equivalent Days – OP	280	274	264

Comparison of October 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 below budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 38.0 below budget. Total productive FTEs for October were 1,214.2, 11.6 below the budgeted level of 1,225.8. Nonproductive FTEs were 26.4 below budget. Productive FTEs per adjusted occupied bed were 6.09, 0.29 above the budgeted level of 5.80. Total FTEs per adjusted occupied bed were 6.85, 0.21 above the budgeted level of 6.64.

3. Income - Schedule Board 1

For the month of October the Hospital realized a gain of \$1,017,000 from operations.

Total Gross Patient Service Revenue of \$165,047,000 for October was 2.6% below budget.

Deductions from Revenue of \$126,468,000 represented 76.63% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 76.74%.

Total Operating Revenue of \$38,767,000 was \$804,000 (2.0%) below the budget.

Total Operating Expense of \$37,750,000 was \$373,000 (1.0%) below the budgeted amount.

The Total Non-Operating Gain of \$808,000 for the month of October includes an unrealized loss on investments of \$737,000 and property tax revenue of \$1,364,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for October was \$1,825,000, which was \$1,099,000 less than the budgeted gain of \$2,924,000.

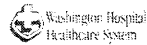
The Total Net Gain for October using FASB accounting principles, in which the unrealized loss on investments and property tax revenues are removed from the non-operating income and expense, was \$1,198,000 compared to a budgeted gain of \$1,560,000.

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

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

NANCY FARBER
Chief Executive Officer

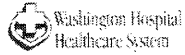
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WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
October 2015
GASB FORMAT
(In thousands)

OCTOBER				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 120,314	\$ 122,500	\$ (2,186)	-1.8%	2	INPATIENT REVENUE	\$ 484,002	\$ 475,001	\$ 9,001 1.9%
44,733	46,904	(2,171)	-4.6%	3	OUTPATIENT REVENUE	182,177	184,580	(2,403) -1.3%
165,047	169,404	(4,357)	-2.6%	4	TOTAL PATIENT REVENUE	666,179	659,581	6,598 1.0%
(126,468)	(130,008)	3,540	2.7%	5	CONTRACTUAL ALLOWANCES	(511,187)	(507,500)	(3,687) -0.7%
76.63%	76.74%			6	CONTRACTUAL AS % OF REVENUE	76.73%	76.94%	
38,579	39,396	(817)	-2.1%	7	NET PATIENT REVENUE	154,992	152,081	2,911 1.9%
188	175	13	7.4%	8	OTHER OPERATING INCOME	786	689	97 14.1%
38,767	39,571	(804)	-2.0%	9	TOTAL OPERATING REVENUE	155,778	152,770	3,008 2.0%
				10	OPERATING EXPENSES			
14,543	14,573	30	0.2%	11	SALARIES & WAGES	56,988	56,363	(625) -1.1%
5,527	5,727	200	3.5%	12	EMPLOYEE BENEFITS	22,034	22,671	637 2.8%
4,355	4,254	(101)	-2.4%	13	SUPPLIES	17,185	16,725	(460) -2.8%
4,987	4,936	(51)	-1.0%	14	PURCHASED SERVICES & PROF FEES	20,564	20,173	(391) -1.9%
1,457	1,532	75	4.9%	15	INSURANCE, UTILITIES & OTHER	5,637	5,808	171 2.9%
3,392	3,564	172	4.8%	16	PROVISION FOR DOUBTFUL ACCOUNTS	14,456	13,673	(783) -5.7%
2,707	2,707	0	0.0%	17	DEPRECIATION	10,828	10,828	0 0.0%
782	830	48	5.8%	18	INTEREST EXPENSE	3,251	3,341	90 2.7%
37,750	38,123	373	1.0%	19	TOTAL OPERATING EXPENSE	150,943	149,582	(1,361) -0.9%
1,017	1,448	(431)	-29.8%	20	OPERATING INCOME (LOSS)	4,835	3,188	1,647 51.7%
2.62%	3.66%			21	OPERATING INCOME MARGIN %	3.10%	2.09%	
				22	NON-OPERATING INCOME & (EXPENSE)			
259	235	24	10.2%	23	INVESTMENT INCOME	883	846	37 4.4%
19	0	19	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(82)	0	(82) 0.0%
69	77	(8)	-10.4%	25	RENTAL INCOME, NET	289	310	(21) -6.8%
(166)	(200)	34	17.0%	26	OTHER NON-OPERATING, NET	(440)	(400)	(40) -10.0%
1,364	1,364	0	0.0%	27	PROPERTY TAX REVENUE	4,876	4,876	0 0.0%
(737)	0	(737)	0.0%	28	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(157)	0	(157) 0.0%
808	1,476	(668)	-45.3%	29	TOTAL NON-OPERATING INCOME & EXPENSE	5,369	5,632	(263) -4.7%
\$ 1,825	\$ 2,924	\$ (1,099)	-37.6%	30	NET INCOME (LOSS)	\$ 10,204	\$ 8,820	\$ 1,384 15.7%
4.71%	7.39%			31	NET INCOME MARGIN %	6.55%	5.77%	
\$ 1,198	\$ 1,560	\$ (362)	-23.2%	32	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 5,485	\$ 3,944	\$ 1,541 39.1%
3.09%	3.94%				NET INCOME MARGIN %	3.52%	2.58%	

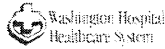
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



WASHINGTON HOSPITAL
BALANCE SHEET
 October 2015
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			OCTOBER 2015	AUDITED JUNE 2015	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			OCTOBER 2015	AUDITED JUNE 2015
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS	\$ 24,401	\$ 19,275	1	CURRENT MATURITIES OF L/T OBLIG	\$ 6,278	\$ 5,995		
2	ACCOUNTS REC NET OF ALLOWANCES	62,956	61,503	2	ACCOUNTS PAYABLE	20,338	28,024		
3	OTHER CURRENT ASSETS	7,772	6,713	3	OTHER ACCRUED LIABILITIES	47,701	49,107		
4	TOTAL CURRENT ASSETS	95,129	87,491	4	INTEREST	6,217	9,872		
				5	TOTAL CURRENT LIABILITIES	80,534	92,998		
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	184,557	184,164	6	REVENUE BONDS AND OTHER	203,598	208,626		
7	GENERAL OBLIGATION BOND FUNDS	107,436	121,657	7	GENERAL OBLIGATION BONDS	196,133	197,346		
8	REVENUE BOND FUNDS	10,390	10,390						
9	BOND DEBT SERVICE FUNDS	5,194	21,349	OTHER LIABILITIES					
10	OTHER ASSETS LIMITED AS TO USE	15,367	15,112	10	NET PENSION LIABILITY	65,347	66,440		
11	TOTAL ASSETS LIMITED AS TO USE	322,944	352,672	11	WORKERS' COMP	8,963	8,609		
13	OTHER ASSETS	128,284	122,848	12	SUPPLEMENTAL MEDICAL RETIREMENT	37,474	36,523		
14	NET PROPERTY, PLANT & EQUIPMENT	430,002	416,245	14	NET POSITION	392,191	381,987		
15	TOTAL ASSETS	\$ 976,359	\$ 979,256	15	TOTAL LIABILITIES AND NET POSITION	\$ 984,240	\$ 992,529		
16	DEFERRED OUTFLOWS	17,486	24,472	16	DEFERRED INFLOWS	9,605	11,199		
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 993,845	\$ 1,003,728	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 993,845	\$ 1,003,728		



**WASHINGTON HOSPITAL
OPERATING INDICATORS
October 2015**

12 MONTH AVERAGE	OCTOBER						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
<u>PATIENTS IN HOSPITAL</u>										
159.9	145.4	152.9	(7.5)	-5%	1	ADULT & PEDS AVERAGE DAILY CENSUS	149.4	148.2	1.2	1%
8.7	9.0	8.8	0.2	2%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.5	8.5	-	0%
10.6	10.4	10.6	(0.2)	-2%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	11.0	10.8	0.2	2%
179.2	164.8	172.3	(7.5)	-4%	4	TOTAL	168.9	167.5	1.4	1%
3.6	5.2	3.3	1.9	58%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.4	3.4	-	0%
4,860	4,506	4,740	(234)	-5%	6	ADULT & PEDS PATIENT DAYS	18,381	18,229	152	1%
1,006	950	1,062	(112)	-11%	7	ADMISSIONS-ADULTS & PEDS	3,888	4,044	(156)	-4%
4.75	4.82	4.39	0.43	10%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.61	4.49	0.12	3%
<u>OTHER KEY UTILIZATION STATISTICS</u>										
1,499	1,584	1,503	0.081	5%	9	OVERALL CASE MIX INDEX (CMI)	1.517	1.503	0.014	1%
<u>SURGICAL CASES</u>										
126	144	117	27	23%	10	JOINT REPLACEMENT CASES	534	452	82	18%
24	23	32	(9)	-28%	11	NEURO SURGICAL CASES	110	121	(11)	-9%
10	6	11	(5)	-45%	12	CARDIAC SURGICAL CASES	29	34	(5)	-15%
40	36	39	(3)	-8%	13	MINIMALLY INVASIVE CASES	183	174	9	5%
389	409	352	57	16%	14	TOTAL CASES	1,763	1,415	348	25%
538	337	469	(132)	-28%	15	TOTAL CATH LAB PROCEDURES	1,521	1,784	(263)	-15%
153	156	154	2	1%	16	DELIVERIES	642	622	20	3%
7,357	7,508	7,710	(202)	-3%	17	OUTPATIENT VISITS	29,362	29,166	196	1%
4,450	4,189	4,520	(331)	-7%	18	EMERGENCY VISITS	16,961	17,900	(939)	-5%
<u>LABOR INDICATORS</u>										
1,175.8	1,214.2	1,225.8	11.6	1%	19	PRODUCTIVE FTE'S	1,191.6	1,190.1	(1.5)	0%
174.4	151.5	177.9	26.4	15%	20	NON PRODUCTIVE FTE'S	179.1	181.8	2.7	1%
1,350.2	1,365.7	1,403.7	38.0	3%	21	TOTAL FTE'S	1,370.7	1,371.9	1.2	0%
5.42	6.09	5.80	(0.29)	-5%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.79	5.78	(0.01)	0%
6.23	6.85	6.64	(0.21)	-3%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.67	6.67	-	0%

* included in Adult and Peds Average Daily Census