



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 14, 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
District Clerk |
| III. CONSIDERATION OF RESOLUTION NO. 1176, CERTIFICATE OF NOVEMBER 8, 2016 GENERAL ELECTION, BOARD OF DIRECTORS | <i>Motion Required</i> |
| IV. OATH OF OFFICE | The Honorable Richard Keller |
| A. William F. Nicholson, MD | |
| B. Patricia Danielson, RHIT | |
| V. ELECTION OF OFFICERS | <i>Motion Required</i> |
| VI. EDUCATION SESSION: | |
| AB 1234 Ethics Training | Kristin Ferguson
Chief of Compliance |
| VII. CONSIDERATION OF MINUTES | |
| November 9, 21, and 28, 2016 | <i>Motion Required</i> |

VIII. COMMUNICATIONS

A. Oral

B. Written

From Kranthi Achanta, MD Chief of Staff,
dated November 28, 2016 requesting approval
of Medical Staff Credentialing Action Items.

Motion Required

IX. INFORMATION

A. Service League Report

B. Medical Staff Report

C. Hospital Calendar

D. Lean/Kaizen Report:
Women's Center Lean Journey

E. Construction Report

F. Quality Report:
Quality Dashboard Quarter Ending
September 30, 2016

G. Finance Report

H. Hospital Operations Report

PRESENTED BY:

Cherie Gamardo
Service League

Kranthi Achanta, MD
Chief of Staff

Nancy Farber
Chief Executive Officer

Tina Nunez
Associate Administrator

Elizabeth Kurkjian, M.D.
Director, Kaizen Promotion
Office

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

X. ACTION

A. Epic 2016 Upgrade Capital Project

Motion Required

XI. 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

New Program

Estimated date of public disclosure: December 2017

**XII RECONVENE TO OPEN SESSION &
REPORT ON CLOSED SESSION**

Michael Wallace
Board Member

XIII. ADJOURNMENT

Michael Wallace
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, November 9, 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: Nancy Farber, Chief Executive Officer; Timothy Tsoi, Chief of Medical Staff-Elect; Debbie Jackson, Service League 1st President; Senior Associate Administrator; Dee Antonio, Senior Executive Assistant II

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

Nancy Farber, Chief Executive Officer introduced David Bromall, VP, Quality Solutions, Healthgrades and Katharine Mongoven, Associate Director, Quality Solutions. Mr. Bromall and Ms. Mongovan began their presentation with an overview of Healthgrades as the primary site consumers utilize to search, research, and verify physicians and hospitals. The 2017 Healthgrades Ratings methodology was reviewed. Washington Hospital was recognized for the following:

*EDUCATION SESSION:
2016/2017 Healthgrades
Awards*

- Distinguished Hospital – Clinical Excellence Among the Top 5% in the Nation for Overall Clinical Excellence for three consecutive years (1 of 56 in California, 1 of 18 in the Bay Area)
- America's 100 Best Joint Replacement 2012-2017 The only hospital in the Bay Area to receive America's 100 Best Hospitals for Joint Replacement for six consecutive years
- Orthopedic Surgery Excellence Award 2014-2017 The only hospital in the Bay Area to receive Healthgrades Orthopedic Surgery Excellence Award for four consecutive years
- Joint Replacement Excellence Award 2007-2016 The only hospital in the Bay Area and one of only three hospitals in the State of California to receive Healthgrades Joint Replacement Excellence Award for eleven consecutive years
- General Surgery Excellence Award 2014-2017 One of only three hospitals in the Bay Area to receive Healthgrades General Surgery Excellence Award for four consecutive years
- Patient Safety Excellence Award 2015-2016 Among the top 10% in the Nation for overall patient safety, 1 of 36 in California, and 1 of 3 in the Bay Area to receive Patient Safety Excellence Award for two consecutive years
- Treatment of Heart Attack – Five Star Recipient 2016-2017
- Treatment of Sepsis – Five Star Recipient 2015-2017
- Total Hip Replacement – Five Star Recipient 2004-2017
- Esophageal/Stomach Surgeries – Five Star Recipient 2014-2017
- Total Knee Replacement – Five Star Recipient 2006-2017

It was noted that Washington Hospital is rated in the top 5% in the Nation.

Ms. Farber introduced Albert Brooks, MD, Chief, Medical Affairs. Dr. Brooks presented an overview of MACRA reviewing the origins of this program and the elimination of the SGR (Sustainable Growth Rate) which originated in 1997. He noted that MACRO will change how Medicare pays clinicians including physicians, physician assistants, nurse practitioners, clinical nurse specialists, and certified registered nurse anesthetists who bill more than \$30,000 per year in Medicare charges and provide care for more than one hundred Medicare Part B patients in a given year. The timeline for the Quality Payment Program was reviewed and Dr. Brooks talked about the Merit-based Incentive Payment System (MIPS) and the ability to choose the level of participation in the transition year of the program. MIPS does not apply to hospitals or facilities. Alternative Payment Models (APMs) were also presented.

*Overview of MACRA and
the Implications on
Reimbursement*

Director Stewart moved for approval of the minutes of October 12, 17, 24, and 26, 2016.

*APPROVAL OF
MINUTES OF OCTOBER
12, 17, 24, and 26, 2016*

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 – aye

The unanimously carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Timothy Tsoi, MD., Chief of Staff-Elect, dated October 24, 2016 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Beissner, Irene, MD; Hsieh, Kisseng, MD; Huang, Guiqing, MD; Wong, Helen, MD

Reappointments:

Bastasch, Michael, MD; Bindal, Ashwani, MD; Chen, Kwan Sian, MD; Dharan, Murali, MD; Dolgasheva, Assol, MD; Guzman, Katarina, MD; Hua, Nancy, MD; Jhaveri, Soham, DO; Lee, Christina, MD; Lee, Connie, MD; Lipson, Brian, MD; Martin, Dianne, MD; Morrissey, Kevin, MD; Paragas, Norma, MD; Shah, Shaista, MD; Suri, Rajesh, MD; Veeraganham, Ramesh, MD; Wat, Stephen, DDS; Wright, Richard, MD; Yu, Stanley, MD

Completion of Proctoring & Advancement in Staff Category

Castro, Melanie, PA-C; Chawla, Harman, MD; Lam, Manuel, MD; Le, Benjamin, PA-C; Padrez, Ryan, MD; Sethi, Saurabh, MD; Yee, Kevin, MD

Completion of Proctoring Prior to Eligibility & Advancement in Staff Category

Zhou-Stine, Ming, MD

Extension of Proctorship and Provisional Category

Bonilla, Hector, MD; Brook, Michael, MD; Cocalis, Mark, MD; Cooper, Michael, MD; Espiritu, Chiara, MD; Obayashi, Derek, MD

New Privilege Requests

Sadiq, Ahmed, MD

Delete Privilege Requests

Bindal, Ashwani, MD; Chen, Kwan Sian, MD; Jhaveri, Soham, MD; Lee, Connie, MD; Shah, Shaista, MD; Wright, Richard, MD

Leave of Absence

Wilson, Fredrick, MD

Resignations:

Duffy, Patrick, MD; Nicholls, Ethan, MD; Skolnik, Christine, MD; Solt, Stacie, MD

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

Director Danielson 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 reported that in the month of October, the Service League participated in the Think Pink Event as a contributor with a booth to promote volunteering with the theme “Volunteers Always Land on Their Feet.” There were fourteen new volunteers at the October 19th orientation session. The Service League is hosting a toy drive for the SAVE organization during the holidays with collection spots in the Service League Office and the Gift Shop. The Service League Gift Shop will host their annual Holiday Show November 14th and 15th. There will be decorated trees and wreaths as raffle prizes and refreshments graciously donated by WHEA.

*SERVICE LEAGUE
REPORT*

Dr. Timothy Tsoi reported there are 583 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, October 13th, Washington Hospital hosted the annual Think Pink Breast Health Awareness event. The event featured a health fair and presentations by

Dr. William Dugoni, general surgeon and Medical Director for the Washington Women's Center, Lorie Roffelsen, registered dietitian, and Dr. Vandana Sharma, oncologist. The program also featured Tai Chi and meditation activities. Dr. Victoria Leiphart, gynecologist, moderated the event. Over 250 people attended.

On Wednesday, October 19th, 26th, and November 2nd, Dr. Victoria Leiphart, gynecologist, presented, "Restoring Balance," a three-week stress reduction program. Ten people attended.

On Thursday, October 20th, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented "Keeping Your Brain Healthy." Twelve people attended.

On Thursday, October 27th, Glenmoor Elementary School in Fremont hosted a student health fair. Washington Hospital staff provided information on proper hand washing and hygiene to prevent infection and the spread of germs. Over 500 students attended.

On Saturday, October 29th, Washington Hospital screened 121 people at the Abdominal Aortic Aneurysm Screening. These aneurysms develop over time and may have no symptoms. However, if one bursts, it can cause immediate and life-threatening symptoms. Dr. Ash Jain, cardiologist and vascular surgeons Dr. John Thomas Mehigan and Dr. Gabriel Herscu, interpreted results from the Doppler screening. Of the 121 screened, one was found to have possible aortic aneurysm. A special thank you to Fremont Bank for co-sponsoring this screening.

On Wednesday, November 2nd, the Washington Community Health Resource Library in collaboration with nursing students from Samuel Merritt University hosted 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 provided an overview of osteoporosis and the Community Health Resource Library provided bone density screenings. 31 people were screened.

Also on Wednesday, November 2nd, Washington Sports Medicine provided a sports physical clinic for high school student athletes. The physicals were held at Irvington High School and athletes from all local schools in Fremont were invited to participate. Each student received an assessment and physical to ensure they meet the California Interscholastic Federation requirements in order to play sports. Drs. Russell Nord, Michael Goldin, and Steven Zonner provided the examinations along with help from Certified Athletic Trainers from the Washington Sports Medicine program. 71 students received sports physicals.

On Friday, November 4th, the Washington Hospital Sports Medicine Program provided athletic trainers and hosted a first aid booth at the Tri-City area Special Olympics Soccer Tournament held at Maloney Elementary School in Fremont. 347 people participated.

On Wednesday, November 9th, Dr. Jason Chu, pulmonologist, presented "Respiratory Health and Lung Cancer Prevention and Detection." 24 people attended

Upcoming Health Promotions & Community Outreach Events

On Thursday, November 10th 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.

Also on Thursday, November 10th, the Washington Hospital Sports Medicine Program will provide athletic trainers and host a first aid booth at the Tri-City area Special Olympics Soccer Tournament. The tournament will be held at American High School in Fremont.

On Saturday, November 12th, from 8:00 am to 1:00 pm Washington Hospital will host the 8th annual Diabetes Awareness Health Fair. The event will feature a health fair and presentations by Dr. Jack Meyer, endocrinologist, Dr. Steven Zonner, family practice, and Anna Mazzei, Registered Dietitian.

On Tuesday, November 15th Washington Hospital will conclude the Family Caregiver Educational Series. This six-week comprehensive series offers resources and strategies for family caregivers to provide quality care for their loved ones. Michelle Hedding, RN, Spiritual Care Coordinator, and Father Jeff Finely Palliative Care Coordinator, will present "Loss, Grief, and Recovery."

On Tuesday, November 16th from 1:00 to 3:00 pm, Maggie Guting will provide a "Healthy Holiday Cooking Demonstration."

On Thursday, November 17th from 7:00 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Mindful Eating for the Holidays."

On Tuesday, December 6th from 6:00 to 8:00 pm, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Melissa Reyes, RN, will present, "Acute Management of Stroke: Chronic Care and Stroke Rehabilitation."

On Wednesday, December 7th from 6:30 to 8:00 p.m., as part of the Washington Sports Medicine and Washington Outpatient Rehab Center bimonthly education series, Dr. Russell Nord, orthopedic surgeon, will present "Why Does My Shoulder Hurt: Shoulder Pain in the Youth Athlete to the Weekend Warrior and Beyond."

Washington Hospital Healthcare Foundation Report

Washington Hospital Healthcare is preparing for the annual Trees of Angels celebration, which raises funds for hospice and palliative care. Please mark your calendar and be sure to join us at one or more of the following events:

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

Holiday tree lighting at Bernardin Family McDonalds, at the corner of I-680 and Mission Boulevard on Monday, November 28th at 6:00 pm

Holiday tree lighting at Washington West, 2500 Mowry Avenue, on Wednesday, November 30th at 5:30 pm.

Holiday tree lighting at Newark City Hall, 37101 Newark Boulevard, on Monday, December 5th at 6:30 pm.

Holiday tree lighting at Union City City Hall, 34009 Alvarado-Niles Boulevard, on Friday, December 9th at 5:30 pm.

The Washington Township Healthcare District Board of Directors Report

In the past month, district board members represented Washington Township Health Care District on Saturday, October 22nd at the Night Fever dinner dance hosted by Safe Alternatives to Violent Environments.

They also attended the Masonic Homes of California's ribbon-cutting ceremony for its Transitions short-term rehab facility on Tuesday, October 25th and the Union City State of the City Address hosted by the Union City Chamber of Commerce on Wednesday, October 26th.

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

WHEA held the 2016 Drive for Warmth clothing drive from October 17th through October 28rd. Nine barrels of warm clothing items and blankets were collected and delivered to the Tri City Volunteers to be distributed throughout the community.

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.

W.O.W. also provided occupational health services, including influenza vaccines at Columbus Foods, a producer of fine foods; Mizuho OSI, a medical device company specializing in surgical tables; Boehringer Ingelheim, a pharmaceutical company; and AER Worldwide, a solution company of e-recycling, IT asset management, data security & value recovery.

On Wednesday, October 26th W.O.W. attended the Fremont Alameda Alliance event. W.O.W. provided 50 free flu vaccines to community members.

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of October was 297.

Internet Marketing

There were over 23,223 visits to the hospital website in the month of October. The hospital's Employment section was the most viewed webpage with 15,333 page views, followed by the About WHHS section with 8,256 page views. The Physicians section with 7,924 page views. The Volunteers section had 2,784 page views and the Women's Health and Pregnancy section had 1,853 page views.

HOSPITAL CALENDAR:

*The Washington
Township Healthcare
District Board of
Directors Report*

HOSPITAL CALENDAR:

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

HOSPITAL CALENDAR:

*Washington On Wheels
Mobile Health Van*

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 titled "Obesity: Understanding the Causes, Consequences and Prevention" and a Sports Medicine Program called "Nutrition & Athletic Performance"

*HOSPITAL
CALENDAR:
InHealth*

In addition, InHealth aired a Diabetes Matters program named "Monitoring Matters" a Sports Medicine Program called "Big Changes in Concussion Care" and the October Board of Directors meeting.

Awards and Recognitions

Washington Hospital's Food and Nutrition Services received special recognition from Alameda County Food Bank for their donations from July through September of 2016. Washington Hospital's contribution provided the equivalent of 1,569 nutritious meals. Alameda County Food Bank expressed their gratitude for being a crucial part of the work to meet the hunger needs of the community.

*HOSPITAL
CALENDAR:
Awards and
Recognitions*

On Saturday, October 22nd, Safe Alternatives to Violent Environments, SAVE, awarded Washington Hospital the Excellence in Community Partnership Award. The Hospital is a long term supporter of the SAVE organization and was recognized with this award for its unwavering dedication and compassion to those SAVE serves.

Employee of the Month

Sr. Clinical Lab Scientist, Rajvirinder Sandhu is November's Employee of the Month. Rajvirinder is valued by her peers. Her knowledge, integrity, compassion, patience, dedication and friendly nature makes her a perfect candidate for the Employee of the Month award.

*HOSPITAL
CALENDAR: Employee
of the Month –
Rajvirinder Sandhu*

Rajvirinder joined Washington Hospital in 1996 and for 20 years she has been a pillar of the department. Patricia Hui-Ng, Director of Laboratory Services, describes Rajvirinder as a dependable team player with a "let me help you with that" attitude. Rajvirinder is a devoted Mom by balancing work and raising a beautiful smart daughter who is currently attending Duke University.

Veterans' Dedication and Video

Ms. Farber introduced the video highlighting our employees and physicians who have served or are currently serving in the armed forces of the United States. On Veterans Day, Friday, November 11, a permanent Wall of Recognition honoring our Veterans will be unveiled.

*VETERANS'
DEDICATION*

Kimberly Hartz, Senior Associate Administrator presented Lean Certificates and Pins to Michael Platzbecker, RN, CEN; Jimmy Chang, MSN, RN; Michael Rogers, ETC; and Kimberlee Alvri, MBA, RD, CNSC upon completion of their Lean Certification Training. This is a 12-18 month process that requires proficiency in Lean concepts and tools.

*LEAN/KAIZEN
UPDATE*

Ms. Farber introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented the construction update on the Morris Hyman Critical Care Pavilion. Mr. Fayen reviewed the current timeline for the project and shared photos of the exterior metal panels and glass curtain wall north and east sides, the start of Louvre installation east side, and closing the walls on the ground floor. Photos of the installation of overhead duct work, placement of electrical equipment on the third floor, and a site view of the Pavilion were also shared.

*CONSTRUCTION
REPORT
Construction Update*

Ms. Farber introduced Dianne Martin, MD who presented information on influenza, how it is spread, and recommendations from the Centers for Disease Control regarding annual vaccination. At Washington Hospital, all eligible inpatients are screened and vaccinated.

*QUALITY REPORT:
Influenza Update 2016*

Chris Henry, Chief Financial Officer, presented the Finance Report for September 2016. The average daily census was 142.7 with admissions of 908 resulting in 4,282 patient days. Outpatient observation equivalent days were 317. The average length of stay was 4.7 days. The case mix index was 1.589. Deliveries were 150. Surgical cases were 362. Joint Replacement cases were 122. Neurosurgical cases were 28. Cardiac Surgical cases were 12. The Outpatient visits were 6,799 and Emergency visits were 4,162. Total productive FTEs were 1,194. FTEs per adjusted occupied bed were 6.78.

FINANCE REPORT

Ms. Farber presented the Hospital Operations Report for October 2016. Preliminary information indicated total gross revenue for the month of October at approximately \$157,865,203. The Average Length of Stay of 4.49 and there were 4,378 patient days. There were 364 Surgical Cases and 372 Cath Lab procedures at the Hospital. Deliveries for October were 147. Non-Emergency Outpatient visits were 6,767. FTEs per Adjusted Occupied Bed were 6.68. The Washington Outpatient Surgery Center had 467 cases and the clinics saw approximately 4,109 patients.

*HOSPITAL
OPERATIONS REPORT*

Director Stewart moved for adoption of Resolution No. 1173, which is the Authorization to enter into contractual arrangements necessary for completion of the Kitchen Pipe Replacement Project.

*CONSIDERATION OF
RESOLUTION NO. 1175,
AUTHORIZATION TO
ENTER INTO
CONTRACTUAL
ARRANGEMENTS
NECESSARY FOR
COMPLETION OF THE
KITCHEN PIPE
REPLACEMENT
PROJECT*

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 – 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 8:05 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

*ADJOURN TO CLOSED
SESSION*

Director Wallace reconvened the meeting to open session at 8:50 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 8:50pm.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, November 21, 2016 in the Anderson C Auditorium, 2500 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

Roll call was taken. Directors present: Michael Wallace; 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; 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 Wallace adjourned the meeting to closed session at 6:01 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

There being no further business, Director Wallace adjourned the meeting at 7:03 p.m.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, November 28, 2016 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 4:50 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; Chris Henry, Associate Administrator; Donald Pipkin, Strategic Management; Robert Alfieri, Facility Services; Mike Rogers, Ambulatory Care Services; Paul Kozachenko, Legal; 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 Wallace adjourned the meeting to closed session at 4:51 p.m., as the discussion pertained to Hospital trade secrets.

ADJOURN TO CLOSED SESSION

Director Wallace reconvened the meeting to open session at 6:30 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 6:30 p.m.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary



Memorandum

DATE: November 21, 2016

TO: Nancy Farber, Chief Executive Officer

FROM: Ed Fayen, Sr. Associate Administrator

SUBJECT: Epic 2016 Upgrade Capital Project

The Epic WeCare Electronic Healthcare Record requires an upgrade periodically to improve upon and stay current with the latest technical features, and to use the software to provide best practices for patient safety, government compliance and provider efficiencies. A new version upgrade is released approximately every 18 to 24 months. Upgrading the WHHS WeCare EHR to the current Epic Care 2016 release would assure that we can leverage the latest new features to improve overall ease of use, and to remain compliant with new rules and regulations that these updates include in the system.

There are numerous improvements that will benefit all using Epic WeCare. The upgrade has positive improvements related to patient safety, operational workflows, financial incentive qualification, application performance and quality tracking. For Ambulatory providers, the upgrade introduces a patient chart search feature to streamline physician processes. For the Emergency Department, shortcuts from the track board view and toolbar make launching documentation screens easier. In the lab Beaker module, stats at a glance are introduced to enable staff to more easily see turnaround times and other key indicators. For the OR, the ability to send notifications to family and friends regarding surgery status and patient location will help with communication in the OR waiting area and beyond.

The Epic WeCare system is the central repository for hospital patient data and serves as the primary application for clinical and revenue cycle workflows. This upgrade will enable ongoing improvement to our current workflows and to build new features and options not previously available.

In accordance with District Law, Policies and Procedures, I request that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of hardware, software and implementation services in an amount not to exceed \$2,748,610. These monies are included in the Fiscal Year 2017 Capital Budget.

RESOLUTION NO. 1176

RESOLUTION AND ORDER OF THE BOARD OF DIRECTORS OF WASHINGTON TOWNSHIP HEALTH CARE DISTRICT ACKNOWLEDGING THE APPOINTMENT OF PATRICIA DANIELSON AND WILLIAM NICHOLSON AS DIRECTORS OF THE BOARD OF DIRECTORS OF WASHINGTON TOWNSHIP HEALTH CARE DISTRICT

WHEREAS, members of the Board of Directors of the Washington Township Health Care District (“District”) are elected by eligible voters residing within the geographic boundary of the District for terms of four years, with elections to fill seats for two or three members every two years; and

WHEREAS, at the last General Election held on November 8, 2016, the number of candidates for the office of Director of Washington Township Health Care District did exceed the minimum number required to be elected director and a petition was filed requesting an election; and

WHEREAS, the District is in receipt of a separate “Certificate of Appointment and Oath of Office” from the Registrar of Voters dated November 23, 2016 for each of the following persons: Patricia Danielson and William Nicholson, (attached to this Resolution as Exhibit 1) certifying that at the General Election held in and for the County of Alameda on November 8, 2016, each of the aforementioned persons “was elected to the office of Washington Township Healthcare District Director as appears by the official returns of said election, and the statement of votes cast now on file.”

NOW THEREFORE, THE BOARD OF DIRECTORS OF WASHINGTON TOWNSHIP HEALTH CARE DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER, AS FOLLOWS:

1. The Board of Directors hereby acknowledges receipt of a “Certificate of Appointment and Oath of Office” from the Registrar of Voters for each of the following persons: Patricia Danielson and William Nicholson.

2. The Secretary of the Board of Directors of the District be and is hereby instructed to enter this Resolution into the District record acknowledging that Patricia Danielson and William Nicholson have been elected to the office of Director of the Board of Directors of the District.

Passed and adopted by the Board of Directors of the Washington Township Health Care District this 14th day of December, 2016 by the following vote:

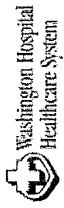
AYES: Directors Danielson, Wallace, Nicholson, Stewart, Eapen

NOES:

ABSENT:

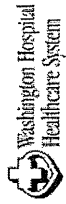
Michael Wallace
President, Board of Directors
Washington Township
Health Care District

Patricia Danielson
Secretary, Board of Directors
Washington Township
Health Care District



**WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT**

October 2016



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

<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 9, 2016
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – October 2016
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	141.2	154.4	154.1
# of Admissions	921	1,005	1,001
Patient Days	4,378	4,786	4,699
Discharge ALOS	4.52	4.76	4.62
<u>OUTPATIENT:</u>	<u>October Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	6,767	7,702	6,961
ER Visits	4,338	4,188	4,409
Observation Equivalent Days – OP	236	239	248

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 below 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 56.9 below budget. Total productive FTEs for October were 1,195.8, 36.7 below the budgeted level of 1,232.5. Nonproductive FTEs were 20.2 below budget. Productive FTEs per adjusted occupied bed were 5.89, 0.01 below the budgeted level of 5.90. Total FTEs per adjusted occupied bed were 6.68, 0.09 below the budgeted level of 6.77.

3. Income - Schedule Board 1

For the month of October the Hospital realized a gain of \$1,014,000 from operations.

Total Gross Patient Service Revenue of \$157,865,000 for October was 8.1% below budget.

Deductions from Revenue of \$120,677,000 represented 76.44% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 76.20%.

Total Operating Revenue of \$37,795,000 was \$3,675,000 (8.9%) below the budget.

Total Operating Expense of \$36,781,000 was \$3,032,000 (7.6%) below the budgeted amount.

The Total Non-Operating Gain of \$1,112,000 for the month of October includes an unrealized loss on investments of \$526,000 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 October was \$2,126,000, which was \$1,210,000 less than the budgeted gain of \$3,336,000.

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 \$1,308,000 compared to a budgeted gain of \$1,941,000.

4. Balance Sheet – Schedule Board 2

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

NANCY FARBER
Chief Executive Officer

NF/CH:cd

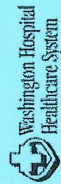


WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 October 2016
GASB FORMAT
 (In thousands)

SCHEDULE BOARD 1

	OCTOBER				YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
		\$	\$	\$	%	\$	\$	\$	%
1	OPERATING REVENUE								
2	INPATIENT REVENUE	109,808	126,926	(17,118)	-13.5%	458,553	502,736	(44,183)	-8.8%
3	OUTPATIENT REVENUE	48,057	44,858	3,199	7.1%	186,605	177,607	8,998	5.1%
4	TOTAL PATIENT REVENUE	157,865	171,784	(13,919)	-8.1%	645,158	680,343	(35,185)	-5.2%
5	CONTRACTUAL ALLOWANCES	(120,677)	(130,905)	10,228	7.8%	(498,942)	(519,663)	20,721	4.0%
6	CONTRACTUAL AS % OF REVENUE	76.44%	76.20%			77.34%	76.38%		
7	NET PATIENT REVENUE	37,188	40,879	(3,691)	-9.0%	146,216	160,680	(14,464)	-9.0%
8	OTHER OPERATING INCOME	607	591	16	2.7%	2,523	1,598	925	57.9%
9	TOTAL OPERATING REVENUE	37,795	41,470	(3,675)	-8.9%	148,739	162,278	(13,539)	-8.3%
10	OPERATING EXPENSES								
11	SALARIES & WAGES	14,990	15,611	621	4.0%	60,221	61,651	1,430	2.3%
12	EMPLOYEE BENEFITS	5,559	5,692	133	2.3%	22,635	23,363	728	3.1%
13	SUPPLIES	4,187	4,557	370	8.1%	17,203	18,274	1,071	5.9%
14	PURCHASED SERVICES & PROF FEES	4,975	5,269	294	5.6%	19,926	20,429	503	2.5%
15	INSURANCE, UTILITIES & OTHER	1,484	1,518	34	2.2%	5,800	6,022	222	3.7%
16	PROVISION FOR DOUBTFUL ACCOUNTS	1,982	3,513	1,531	43.6%	13,046	13,684	638	4.7%
17	DEPRECIATION	2,853	2,853	0	0.0%	11,295	11,295	0	0.0%
18	INTEREST EXPENSE	751	800	49	6.1%	3,000	3,232	232	7.2%
19	TOTAL OPERATING EXPENSE	36,781	39,813	3,032	7.6%	153,126	157,950	4,824	3.1%
20	OPERATING INCOME (LOSS)	1,014	1,657	(643)	-38.8%	(4,387)	4,328	(8,715)	-201.4%
21	OPERATING INCOME MARGIN %	2.68%	4.00%			-2.95%	2.67%		
22	NON-OPERATING INCOME & (EXPENSE)								
23	INVESTMENT INCOME	236	223	13	5.8%	1,036	884	152	17.2%
24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(2)	0	(2)	0.0%	118	0	118	0.0%
25	RENTAL INCOME, NET	60	61	(1)	-1.6%	236	249	(13)	-5.2%
26	PROPERTY TAX REVENUE	1,344	1,395	(51)	-3.7%	5,396	5,439	(43)	-0.8%
27	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(526)	0	(526)	0.0%	(1,333)	0	(1,333)	0.0%
28	TOTAL NON-OPERATING INCOME & EXPENSE	1,112	1,679	(567)	-33.8%	5,453	6,572	(1,119)	-17.0%
29	NET INCOME (LOSS)	\$ 2,126	\$ 3,336	\$ (1,210)	-36.3%	\$ 1,066	\$ 10,900	\$ (9,834)	-90.2%
30	NET INCOME MARGIN %	5.63%	8.04%			0.72%	6.72%		
31	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 1,308	\$ 1,941	\$ (633)	-32.6%	\$ (2,997)	\$ 5,461	\$ (8,458)	-154.9%
	NET INCOME MARGIN %	3.46%	4.68%			-2.01%	3.37%		

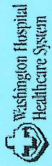
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



**WASHINGTON HOSPITAL
BALANCE SHEET**

October 2016
(in thousands)

ASSETS AND DEFERRED OUTFLOWS		OCTOBER 2016	AUDITED JUNE 2016	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		OCTOBER 2016	AUDITED JUNE 2016
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 44,990	\$ 38,459	1	CURRENT MATURITIES OF LT OBLIG	\$ 6,451	\$ 5,056
2	ACCOUNTS REC NET OF ALLOWANCES	61,524	62,580	2	ACCOUNTS PAYABLE	34,110	42,079
3	OTHER CURRENT ASSETS	14,157	8,018	3	OTHER ACCRUED LIABILITIES	50,997	57,095
4	TOTAL CURRENT ASSETS	120,671	109,057	4	INTEREST	7,378	11,321
				5	TOTAL CURRENT LIABILITIES	98,936	115,551
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	187,313	187,431	6	REVENUE BONDS AND OTHER	198,664	204,019
7	GENERAL OBLIGATION BOND FUNDS	138,161	184,470	7	GENERAL OBLIGATION BONDS	341,179	342,546
8	REVENUE BOND FUNDS	10,439	10,441				
9	BOND DEBT SERVICE FUNDS	8,404	25,041	OTHER LIABILITIES			
10	OTHER ASSETS LIMITED AS TO USE	15,504	15,591	10	NET PENSION LIABILITY	57,702	52,960
11	TOTAL ASSETS LIMITED AS TO USE	359,821	422,974	11	WORKERS' COMP	9,447	9,057
				12	SUPPLEMENTAL MEDICAL RETIREMENT	39,807	38,791
13	OTHER ASSETS	144,433	139,895				
14	NET PROPERTY, PLANT & EQUIPMENT	537,371	505,967	14	NET POSITION	426,482	425,416
15	TOTAL ASSETS	\$ 1,162,296	\$ 1,177,893	15	TOTAL LIABILITIES AND NET POSITION	\$ 1,172,217	\$ 1,188,340
16	DEFERRED OUTFLOWS	24,058	27,061	16	DEFERRED INFLOWS	14,137	16,614
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,186,354	\$ 1,204,954	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,186,354	\$ 1,204,954



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

October 2016

SCHEDULE BOARD 3

12 MONTH AVERAGE	OCTOBER			YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
154.1	141.2	154.4	(13.2)	143.1	153.3	(10.2)	-7%
8.1	7.6	7.7	(0.1)	9.0	6.7	2.3	34%
10.8	10.4	10.9	(0.5)	10.7	10.9	(0.2)	-2%
173.0	159.2	173.0	(13.8)	162.8	170.9	(8.1)	-5%
4.3	4.9	3.9	1.0	4.5	3.9	0.6	15%
4,699	4,378	4,786	(408)	17,598	18,853	(1,255)	-7%
1,001	921	1,005	(84)	3,714	3,902	(188)	-5%
4.62	4.52	4.76	(0.24)	4.62	4.83	(0.21)	-4%
1,536	1,500	1,566	(0.066)	1,549	1,548	0.001	0%
134	129	132	(3)	519	545	(26)	-5%
24	24	23	1	106	112	(6)	-5%
10	7	9	(2)	45	39	6	15%
204	204	259	(55)	786	975	(189)	-19%
372	364	423	(59)	1,456	1,671	(215)	-13%
360	372	367	5	1,419	1,558	(139)	-9%
152	147	155	(8)	604	627	(23)	-4%
6,961	6,767	7,702	(935)	27,480	29,774	(2,294)	-8%
4,409	4,338	4,188	150	17,037	16,989	48	0%
1,210.9	1,195.8	1,232.5	36.7	1,183.3	1,220.8	37.5	3%
180.8	161.0	181.2	20.2	186.8	185.6	(1.2)	-1%
1,391.7	1,356.8	1,413.7	56.9	1,370.1	1,406.4	36.3	3%
5.78	5.89	5.90	0.01	5.88	5.88	-	0%
6.64	6.68	6.77	0.09	6.81	6.78	(0.03)	0%

PATIENTS IN HOSPITAL

- 1 ADULT & PEDIATRICS 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 & PEDIATRICS PATIENT DAYS
- 7 ADMISSIONS-ADULTS & PEDIATRICS
- 8 AVERAGE LENGTH OF STAY-ADULTS & PEDIATRICS

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 CATH LAB PROCEDURES
- 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