

Board of Directors' Meeting

September 11, 2024

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A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, September 11, 2024 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Eapen called the meeting to order at 6:00 p.m. and led those in attendance of the meeting in the Pledge of Allegiance.

*CALL TO ORDER*

*PLEDGE OF ALLEGIANCE*

Roll call was taken: Directors present: Jacob Eapen, MD; Michael Wallace; William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS

*ROLL CALL*

Also present: Kimberly Hartz; Larry LaBossiere; Terri Hunter; Tina Nunez; Thomas McDonagh; Paul Kozachenko; Kel Kanady; Gisela Hernandez; Michael Platzbecker; Kristin Ferguson; Laura Anning; Donald Pipkin; Jerri Randrup; Walter Choto; Dan Nardoni; Sheela Vijay; Kadeer Halimi, MD; Mark Saleh, MD; Jason Krupp, MD; Angus Cochran; John Lee; Brian Smith, MD; Betty Goodwin; Marcus Watkins; Melissa Garcia; Mary Bowron; Michelle Hudson; Maria Hernandez, PhD; Rick Hoke; Tammi Tyson; John Zubiena; Sri Boddu; Cheryl Renaud; Shirley Ehrlich

Director Eapen welcomed any members of the general public to the meeting.

*OPENING REMARKS*

Director Eapen noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website. This meeting was recorded for broadcast at a later date.

The following persons commented: Rehan Noori; Kevin Wong; Adarshdeep Kaur; Peter Liang; Edward Glass; Bryant Soong; Kristin; Grant Hill; Jessica King; Geoff Advincula; Vicky Feng; Alan Liang; Abe Magsombol; Karin Manning; Katie Ng; Marc Del Rio; Raj Sandhu

*COMMUNICATIONS: ORAL*

There were no Written Communications.

*COMMUNICATIONS: WRITTEN*

Director Eapen presented the Consent Calendar for consideration:

*CONSENT CALENDAR*

- A. Consideration of Minutes of the Regular Meetings of the District Board: August 14, 19, 26 & 28, 2024

Director Yee moved that the Board of Directors approve the Consent Calendar, Item A. Director Nicholson seconded the motion.

Roll call was taken:

- Jacob Eapen, MD – aye
- Michael Wallace – aye
- William Nicholson, MD – aye
- Jeannie Yee – aye
- Bernard Stewart, DDS – aye

Motion Approved.

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Kimberly Hartz, Chief Executive Officer, introduced Gisela Hernandez, Chief Diversity, Equity and Inclusion Officer, who presented the DEI Journey Update. Gisela described the purpose of DEI and how we can foster a stronger and more inclusive culture that supports equitable care and improves patient and workforce satisfaction. The National Priorities for Health Equity included Four Calls to Action which include building an infrastructure, engaging with the community, improving population health and attending to provider and/or employee development. As of May 2024, the hospital standardized the approach in prioritizing accurate and enhanced demographic information.

*PRESENTATION: DEI  
JOURNEY UPDATE*

The Health Equity, Diversity and Inclusion Council (HEDIC) provides oversight over DEI across the entire Healthcare System. Gisela detailed the goals in the Scorecard for Population Health, which are aligned with the HEDIC committee's work to oversee in each of the categories; Metrics of Inclusion, Culture of Inclusion, Linking Quality with Equity and Inclusive Community Engagement.

The HEDIC Data, Metrics and Compliance Committee has implemented some enhancements within the Midas Reporting System by adding Bias or Equity Concerns, as a possible contributing factor.

The HEDIC People and Culture Committee conducted a Workforce Survey of all hospital employees in August of 2024. There was overwhelming support to create Workforce Resource Groups (WRG). Next steps are to establish two Workforce Resource Groups: women and multicultural groups.

The HEDIC Equity of Care Committee is currently focused on Readmissions, and looking at Discharge Dispositions, Race and Ethnicity, Preferred Language and Use of Interpreters.

The HEDIC Community Engagement Committee is developing a Community Advisory Board that will consist of 10-12 community members residing or working in the District, representing a wide range of lived experience and identities representing cultures, race and ethnicities, faiths, sexual orientations, ages and more.

Gisela also shared other improvement work that is underway, including enhancement of cultural food options in the Birthing Center. It was noted that 44% of patients were having meals brought in from the outside. As a result, this led to a conversation with the Food and Nutrition Services Department and they are developing a plan to incorporate a wider selection of culturally diverse meals.

There are a growing number of regulations and requirements from various agencies and organizations such as the State, CMS and The Joint Commission. AB1204 requires that hospitals post their reports annually on a public site by September 30, 2025.

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Dr. Mark Saleh, Chief of Medical Staff, reported that there are 667 Medical Staff members, including 347 active members. StatRad Nighthawk Service started on August 29. Dr. Saleh mentioned that the TB Testing and Flu Blitz took place on Monday, September 9. There will be another Flu Blitz at the end of the month. The Quarterly Medical Staff Luncheon will take place on September 27.

*MEDICAL STAFF  
REPORT*

Sheela Vijay, Service League President, reported that for the month of August, 253 Service League volunteers contributed a total of 2,587 hours. The Service League of Volunteers recently onboarded 31 new volunteers during their last orientation, including 9 adults, 18 college students and 4 high school students. Currently, there are over 600 students on the high school wait list. To better utilize their enthusiasm and support, they are actively exploring additional volunteer opportunities beyond the Gift Shop, Lobby and Birthing Center.

*SERVICE LEAGUE  
REPORT*

The Service League has been approached by the Washington Hospital Center for Wound Healing and Hyperbaric Medicine with a request for volunteers. They are currently evaluating the possibility of opening the Wound Clinic for volunteer opportunities, which would provide an additional way to support patient care. The Service League participated in the Heart Health Fair at the Nakamura Clinic on Saturday, September 7. There was a good turnout and many attendees expressed their desire to join the volunteer team and several individuals signed up.

Sheela Vijay, Service League President, and Evangeline, Imana-Iyemura, Director of Volunteer Services, will be attending the California Hospital Volunteer Leadership Conference in San Diego. They will be participating in a panel discussion about the successful reopening of the Gift Shop post the COVID-19 Pandemic, including the strategies they used among the challenges they faced.

Kimberly Hartz, Chief Executive Officer, introduced Dr. Kadeer Halimi, Medical Director of Emergency Medicine and Michael Platzbecker, Director of Emergency Services. Dr. Halimi began with the Mission of the Washington Hospital Emergency Department (ED) which is to serve the community by providing high quality care and clinical excellence with efficiency. Dr. Halimi spoke about the structure and various services of the ED including thirty-nine rooms with 100% privacy.

*QUALITY REPORT:  
QUALITY REPORT: ED  
PROGRAM UPDATE*

Dr. Halimi highlighted that the ED volume not only rebounded back from the pandemic, but had a historical year in FY 2024 with a volume of 60,720 visits. Despite the unrelenting ED volume, the ED physician group has performed the medical-screening examinations in an expeditious manner. Dr. Halimi noted that while the number of admitted patients has slightly increased over the last four years, that the percentage of boarded patients (greater than 4 hours) has more than doubled from 9% to 18%. This has negatively impacted all measures of throughput; Admit Length of Stay, Discharge Length of Stay, Left Without Being Seen (LWBS) and

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Ambulance Patient Offload Time (APOT). The Emergency Department is still below the goal of 1.5% for patients who left without being seen (LWBS).

The ED is the recipient of the Beta Healthcare Quest for Zero award for thirteen consecutive years. There is 100% completion of the Quality Initiative for Sepsis learning module totaling 94 nurses and 26 providers.

Michael Platzbecker explained the Ambulance Patient Offload Time (APOT), a statewide initiative, codified by AB40. The Alameda County Emergency Medical Services Agency (ALCO EMS) Goal is that 90% of patients will have an offload time of 30 minutes or less. Despite the increase in EMS volume, the average offload was less than 25 minutes for FY 2024. Michael mentioned that while we had a record-setting census in the ED, at times, it exceeded our capacity. The average hourly census increased to 35 patients and frequently the hourly census exceeded 50 patients. Trauma mandates that we have one available room at all times dedicated to trauma services. The departmental priority was to reduce the 90<sup>th</sup> Percentile Time from 60 to 50 minutes by Quarter Ending June 2024, which was achieved at 46 minutes.

Michael reported that there was a 23% increase in administration of IV thrombolytic therapy. This resulted from a collaborative and multidisciplinary effort to assure early detection of stroke symptoms and aggressive tissue plasminogen activator (t-PA) screening.

It is noted that Washington Hospital is one of two SART programs in Alameda County. Achievements include Facebook Live presentations about interpersonal violence and SART Services, collaboration with Ohlone College Nurse Practitioner on exam capability, Nurse Examiners maintaining a response time in less than 30 minutes despite the challenge of advocacy shortages.

Michael stated that our overarching focus was accomplishing the ALCO Level 2 Adult Trauma Designation. Our committee participation included a Trauma Medical Staff Development Committee, Trauma Operations Committee and TAC/Regional Trauma Center Meeting Participation. There was operational and staff preparation, including education for TNCC classes with a 90% achievement rate. Among various preparations, staff participated in Helicopter Emergency Medical Service (HEMS) Simulation Exercises, EMT 9-1-1 Ride along services and the survey to gauge readiness and identify security concerns.

Next steps include are not limited to: maintaining a Foley free ED to decrease CAUTIs, improve APOT timeliness, participating in Healthcare Acquired Infection (HAI) Never-Event reviews, collaborating with Trauma/Community Relations for Community Engagement, Trauma Care Coordination and ACS Compliance and Pediatric Readiness.

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Tom McDonagh, Vice President & Chief Financial Officer, presented the Finance Report for July 2024. The average daily inpatient census was 161.6 with discharges of 959 resulting in 5,009 patient days. Outpatient observation equivalent days were 380. The average length of stay was 5.73 days. The case mix index was 1.609. Deliveries were 125. Surgical cases were 508. The Outpatient visits were 8,932. Emergency visits were 5,217. Cath Lab cases were 173. Joint Replacement cases were 196. Neurosurgical cases were 32. Cardiac Surgical cases were 13. Total FTEs were 1,648.8. FTEs per adjusted occupied bed was 5.97. Overall, the net income for July was \$1,700,000.

*FINANCE REPORT*

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for August 2024. Patient gross revenue of 220.8 million for August was favorable to budget of \$212.1 million (4.1%), and it was higher than August 2023 by \$23.1 million (13.6%). Trauma Cases of 138 for August was favorable to the budget of 103 by 35 (34.0%). Trauma gross revenue of \$13.6 million for August was favorable to the budget of \$13.0 million by \$605K (4.6%).

*HOSPITAL  
OPERATIONS REPORT*

The Average Length of Stay was 4.93. The Average Daily Inpatient Census was 146.5 and was unfavorable to budget of 163.2 by 16.7 (10.2%). There were 968 Discharges that was favorable to budget of 909 (6.5%).

There were 4,545 patient days and was unfavorable to budget of 5,059 by 514 days (10.2%). There were 544 Surgical Cases and 199 Cath Lab cases at the Hospital.

Deliveries were 149. Non-Emergency Outpatient visits were 9,031. Emergency Room visits were 5,095. Total Government Sponsored Preliminary Payor Mix was 73.7%, against the budget of 74.3%. Total FTEs per Adjusted Occupied Bed were 6.28.

There were \$79K in charity care adjustments in August 2024.

September Employee of the Month is Martha "Letty" Perez, Payroll Associate, General Accounting.

*EMPLOYEE OF THE  
MONTH*

Past Health Promotions & Community Outreach Events:

*HOSPITAL CALENDAR*

- August 15: Retirement Reception for Suzanne Shenfil, Director, Human Services, City of Fremont
- August 17: Festival of Globe, India Day Fair, Fremont Hall of Justice
- August 17: Washington Hospital Employee Association's Family Fun Days at Aqua Adventure in Fremont
- August 28: Stroke: Warning Signs and Risk Factors – Facebook Live & YouTube

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- September 7: Union City Heart Health Fair – Nakamura Clinic Parking Lot, Union City
- September 10: Washington Township Men's Club – Newark Pavilion
- September 11: Importance of Prostate Cancer Screening – Facebook Live & YouTube

Upcoming Health Promotions & Community Outreach Events:

- September 12: Polly's Heart Health Fair – Ruggieri Senior Center, Union City
- September 16: AAUW One Book Once Community Opioid Discussion – Anderson Auditorium
- September 20: Union City Family Center Toddler to Career Fair – Barnard White Middle School, Union City
- September 22: Newark Days Community Resource Faire – Newark Community Center
- September 22: Fremont Disability Fair – Fremont Downtown Event Center
- September 25: Sepsis: What Is It and How Can We Increase Awareness – Facebook Live & YouTube
- September 28: New Haven Schools Foundation Mutt Strutt – Masonic Home, Union City
- September 28: HERS Run/Walk/Yoga, Quarry Lakes, Fremont
- October 5: Fremont Police Department Safety Fair – Fremont Police Department
- October 5: NAMI Walks – Fremont Central Park
- October 9: Breast Cancer Surgery: What Are the Options? – Facebook Live & YouTube

Washington Hospital received three awards this week from BETA. Quest for Zero in Excellence in ED, Quest for Zero Excellence in OB (Washington Hospital) and Quest for Zero Excellence in OB (WTMF Women's Health).

The 38<sup>th</sup> Annual Top Hat Gala is set for Saturday, October 12, 2024. Funds raised at this year's Top Hat will support the purchase of a wide-bore MRI for the Hospital.

Scholarships were awarded for the Dr. Albert V. Assali Scholarship last month to two students pursuing higher education in the field of medicine. The winners are Juan Ernesto Vazquez Guijarro, who is pursuing a masters in nursing at Cal State Sacramento, and Shannon Ly, who is studying medicine at UC Davis.

The Foundation is hosting a special recognition luncheon on September 17 at Casa Bella Restaurant in Sunol for all Legacy Society members and the Foundation's closest supporters.

Director Yee moved that the Board of the Directors authorize the Chief Executive Officer to execute the contracts necessary for Ratcliff Architects to proceed with the

*ACTION ITEMS:  
CONSIDERATION OF  
ARCHITECTURAL*

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next phase of the Project in an amount not to exceed \$2,956,493. Director Nicholson seconded the motion.

*FEEES FOR PHASE III  
BUILDING OF THE  
FACILITY MASTER  
PLAN*

Roll call was taken:

- Jacob Eapen, MD – aye
- Michael Wallace – aye
- William Nicholson, MD – aye
- Jeannie Yee – aye
- Bernard Stewart, DDS – aye

Motion approved.

Director Yee moved that the Board of the Directors approve the recommendation of the Chief Executive Officer as stated in the Memorandum for the Closure of the Pediatric Department Due to Low Volume and Availability of Quality Pediatric Care at Nearby Specialized Institutions. Director Nicholson seconded the motion.

*CONSIDERATION OF  
CLOSURE OF THE  
PEDIATRIC  
DEPARTMENT DUE  
TO LOW VOLUME  
AND AVAILABILITY  
OF QUALITY  
PEDIATRIC CARE AT  
NEARBY SPECIALIZED  
INSTITUTIONS*

Roll call was taken:

- Jacob Eapen, MD – aye
- Michael Wallace – aye
- William Nicholson, MD – aye
- Jeannie Yee – aye
- Bernard Stewart, DDS – aye


Motion approved.


There were no Announcements.

*ANNOUNCEMENTS*

There being no further business, Director Eapen adjourned the meeting at 8:42 p.m.

*ADJOURNMENT*

DocuSigned by:  
  
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 Jacob Eapen, MD  
 President

DocuSigned by:  
  
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 Bernard Stewart, DDS  
 Secretary