



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, January 13, 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 | Christine Flores
District Clerk |
| III. EDUCATION SESSION: | |
| Disaster Preparedness and Emergency Management | Gus Arroyo
Safety and Security Manager |
| IV. CONSIDERATION OF MINUTES | |
| December 9, 14, and 28, 2015 | <i>Motion Required</i> |
| V. COMMUNICATIONS | |
| A. Oral | |
| B. Written | |
| From Kranthi Achanta, MD Chief of Staff, dated December 28, 2015 requesting approval of Medical Staff Credentialing Action Items. | <i>Motion Required</i> |
| VI. INFORMATION | PRESENTED BY: |
| A. Service League Report | Debbie Jackson
Service League President |
| B. Medical Staff Report | Kranthi Achanta, MD
Chief of Staff |
| C. Hospital Calendar | Nancy Farber
Chief Executive Officer |

- | | | |
|----|--|--|
| D. | Lean/Kaizen Report | Kimberly Hartz
Senior Associate Administrator |
| | | Donald Pipkin
Chief of Strategic Management |
| E. | Construction Report | Ed Fayen
Senior Associate Administrator |
| F. | Quality Report
Management of Sepsis | Mary Bowron, DNP, RN, CIC
Senior Director of Quality &
Resource Management |
| G. | Finance Report | Chris Henry
Associate Administrator and
Chief Financial Officer |
| H. | Hospital Operations Report | Nancy Farber
Chief Executive Officer |

VII. ACTION

- A. Consideration of Reappointment of
Development Corporation Board Members
- B. Consideration of Balloon Pumps
- C. Consideration of Retractor

Motion Required

VIII. ADJOURN TO CLOSED SESSION

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

- A. Report and discussion regarding California Government Code section 54957: Personnel matters
- B. 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: January 2017

**IX. RECONVENE TO OPEN SESSION &
REPORT ON CLOSED SESSION**

Michael Wallace
Board Member

X. ADJOURNMENT

Michael Wallace
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, December 9, 2015, in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:04p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kranthi Achanta, Chief of Medical Staff; Debbie Jackson, Service League President; Christine Flores, District Clerk

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

Director Stewart moved for the following slate of Board officer for the calendar year 2016:

ELECTION OF OFFICERS

President: Michael Wallace
First Vice President: William Nicholson
Second Vice President: Bernard Stewart
Treasurer: Jacob Eapen
Secretary: Patricia Danielson

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion unanimously carried. Director Wallace assumed the Chair as President of the Board for 2016.

Nancy Farber, Chief Executive Officer introduced Tom Sugarman, Co-Chair of the East Bay Safe Prescribing Coalition. Mr. Sugarman presented the East Bay Safe Prescribing Coalition presentation sharing that the coalition promotes safe and appropriate prescribing; ensuring pain is adequately and safely treated. It also reduces prescription drug abuse and misuse, decrease deaths and illness resulting from prescription drug abuse and misuse, and promotes collaboration and coordination within the local medical community and other key stakeholders. The coalition includes: Physicians, hospitals, community clinics, health plans, medical groups, pharmacies, urgent care centers, law enforcement agencies, consumers and others who are committed to collaborating to address prescription drug abuse. The immediate areas of focus include promoting Safe Prescribing Guidelines in EDs and urgent care facilities, forming task forces, establishing a Data Dashboard to monitor impact, developing a resource webpage-EastBaySafeRx.org, and expanding the Coalition.

*EDUCATION SESSION:
East Bay Safe Prescribing
Coalition*

Director Nicholson moved for approval of the minutes of November 11, 16, 23, and 24, 2015.

*APPROVAL OF
MINUTES OF
NOVEMBER 11, 16, 23,
AND 24, 2015*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Kranthi Achanta, M.D., Chief of Staff, dated November 23, 2015 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Bersch, Keith, PA-C; Kelly, Thomas, MD; Rostami, Nahid, MD; Wasieleski, Lindsay, MD

Temporary Privileges:

Rostami, Nahid, MD

Reappointments:

Besh, Basil, MD; Black, Robert, MD; Brooks, Albert, MD; Chawla, Mundeep, MD; Dressler, Gail, MD; Falkenburg, Joann, MD; Ghayoumi, Afshin, MD; Goldin, Michael, MD; Hartford, James, MD; Jolly, Shashank, MD; Joshi, Chelsea, PA-C; Koransky, Mark, MD; Lee, Richard, MD; Levin, David, MD; Mahal, Surjit, MD; McCarthy, Danny, DO; Phan, Huey, MD; Saleh, Mark, MD; Tun, Amy, MD; Venugopalan, Lalithambal, MD

Conditional Reappointments:

Davila, Edmundo, MD

Transfer in Staff Category:

Ghayoumi, Afshin, MD; Venugopalan, Lalithambal, MD

Completion of Proctoring & Advancement in Staff Category:

Bauer, Kevin, MD; Kane, Amy, MD; Lo, Diana, MD; Unger, Alon, MD; Hajdena-Dawson, Monica, MD; Monticelli, Alisa, MD; Miller, Rachel, PA-C

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

Ge, Benjamin, MD; Pham, Steve, MD; Cheng, Rae-Pei, MD; Tafti, Mona, MD

New Privilege Requests
Chawla, Mundeep, MD

Delete Privilege Requests:

Joshi, Chelsea, PA-C; Saleh, Mark, MD; Phan, Huey, MD; Tun, Amy, MD; Davila, Edmundo, MD; Jolly, Shashank, MD

Resignations:

Chernne, Andreux, MD; Kurtek, Richard, MD; Martinez, Dennis, MD; Sandhu, Surinder, MD

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

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 shared the Service League held its Annual Holiday Gift Shop Show on November 12th and 13th with a raffle/drawing displayed in front of the entrance to the gift shop. The Gift Shop was festive with their new holiday items for sale as well as cookies and coffee/tea were served. On November 30th – December 2nd, the Masquerade Jewelry Sale was held in the Anderson Auditoriums. This year, we have exceeded our expectations and passed the \$100,000 mark of total sales since the start. The next Masquerade Jewelry Sale will be held on May 2-4, 2016. Ms. Jackson continued by sharing that on December 8th, the second Volunteer Social Reception was held to honor the volunteers who have made the next milestone in their service hours.

*SERVICE LEAGUE
REPORT*

Dr. Kranthi Achanta reported there are 562 Medical Staff members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

During November and December Lucy Hernandez, Community Outreach Project Manager, presented 13 hand hygiene classes for students at Ardenwood Elementary, Forest Park Elementary, and Leitch Elementary Schools in Fremont and Alvarado Elementary School in Union City; 332 students attended.

On Friday, November 13th the Washington Hospital Sports Medicine Program provided athletic trainers and hosted a first aid booth at the Special Olympics held at American High School in Fremont; over 290 student athletes participated in this event.

On Saturday, November 14th Washington Hospital hosted the 8th Annual Diabetes Awareness Health Fair. The event featured a health fair and presentations by Dr. Prasad Katta, endocrinologist, Vida Reed, R.N., Dr. Archana Bindra, endocrinologist, and Anna Mazzei, registered dietitian. Blood glucose, cholesterol and blood pressure screenings were also provided; over 150 people attended, 122 blood glucose and cholesterol screenings and 87 blood pressure screenings were performed.

On Tuesday, November 17th, registered dietitians, Kimberlee Alvani and Maggie Guting provided a "Healthy Holiday Cooking Demonstration"; 19 people attended.

On Tuesday, December 1st, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Melissa Reyes, R.N., presented "Acute Management of Stroke and Chronic Care and Stroke Rehabilitation"; 11 people attended.

Upcoming Health Promotions & Community Outreach Events

On Tuesday, January 5th 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 "Stroke Prevention and Other Disease Processes" and "Healthy Lifestyle – Be Smart and Avoid Stroke"

On Thursday, January 7th from 7:00 to 8:00 p.m., as part of the Diabetes Matters Series, Yvonne Dobbenga-Rhodes, R.N., will be presenting, "Ready, Set, "Goal Setting" for Diabetes Success."

On Thursday, January, 21st from 7:00 to 8:30 pm, Dr. Victoria Leiphart, gynecologist, will kick off a monthly women's group titled, "Women Empowering Women."

Dr. Leiphart will provide a 30 minute short lecture followed by a one hour open discussion regarding women's issues. Topics of discussion may include preventive health care, menopause, day to day stress, coping as a caregiver, changing roles, and more; fee to enroll is \$10 per meeting.

Washington Hospital Healthcare Foundation Report

Washington Hospital Healthcare Foundation rang in the holiday season in early December with the Trees of Angels celebration, which raises funds for hospice care in the Washington Township Healthcare District. This year marks the 20th anniversary of the founding of Trees of Angels.

The festivities began on November 30th, when Fremont Mayor Bill Harrison and Honorary Foundation Trustee Fran Stone lit the angel tree at the Bernardin Family McDonald's Restaurant at the corner of I-680 and Mission Boulevard. 120 district

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

residents joined the Foundation for the occasion and were treated to seasonal music sung by the Mission San Jose High School Chamber Chorale and the "What the Dickens!" Victorian performers.

On December 7th, the Foundation partnered with the City of Newark to light the holiday tree at Newark City Hall. President of the Foundation, Rod Silveira, spoke on behalf of the Foundation and the Cougar Choraliers from Newark Memorial High School entertained the crowd of 150 in attendance.

On December 10th, the Foundation and the City of Union City will join together to light a holiday tree at city hall in Union City.

The Foundation would like to thank all its sponsors for Trees of Angels, including Fremont Bank, Gonsalves and Kozachenko, Professional Homecare Associates, Neurosport Rehabilitation Associates, and Keith and Verna Krugman. Special recognition is due to Mark Bernardin of Bernardin Family McDonalds, whose family has supported Trees of Angels since its inception twenty years ago.

The Washington Township Healthcare District Board of Directors Report

Washington Township Healthcare District Board Members attended Ohlone College President's Advisory Committee meeting on December 4th. The President's Advisory Committee is comprised of leaders from all sectors of the community who come together once a quarter to learn about Ohlone College's mission, its academic programs and activities.

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

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

On November 12th and 13th WHEA joined the Washington Hospital Service League Gift Shop to host the "Holiday Gift Show" WHEA provided cookies and beverages to those who come by.

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

From December 7th through the 18th WHEA will be collecting gift cards to benefit those in need at ABODE and SAVE. By collecting gift cards for families, the families that are being served by these organizations are able to purchase gifts and items that they need for their families.

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

During the month of November, the Washington On Wheels Mobile Health Clinic (W.O.W.) provided occupational health services, including influenza vaccines to Fremont Bank employees and a new tech company, Clean Sciences in Fremont. The total number of patients receiving occupational health services was 169.

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

Internet Marketing

There were over 27,074 visits to the hospital website in the month of November. The hospital's Employment section was the most viewed webpage with 11,208 page views, followed by the About WHHS section with 8,293 page views, the Physician Finder with 7,969 page views and the Volunteers section had 2,760 page views.

*HOSPITAL
CALENDAR:
Internet Report*

InHealth - Channel 78

During the month of November, Washington Hospital's cable channel 78, InHealth, captured new programming including a Health and Wellness program called "Prostate Cancer: What You Need to Know" and a Diabetes Matters program called "Reading Food Labels"

*HOSPITAL
CALENDAR:
InHealth*

In addition, InHealth aired five Family Caregiver Series programs titled "How Do You Talk to Your Doctor?" "Tips for Navigating the Health Care System," "Driving Safety and Alternative Transportation Resources," "Medication Safety," and "Nutrition for the Caregiver" and the November Board of Directors meeting.

Additional Events

On Wednesday, November 18th, Washington Hospital hosted a Rose Garden Remembrance event. This event provided an opportunity for the Hospital community to remember employees, physicians, volunteers and board members who have passed away while serving Washington Hospital.

*HOSPITAL
CALENDAR:
Additional Events*

Washington Township Hospital Development Corporation Board Member Jim Stone and volunteers Marlene Berndl and Ron Hufstedler were remembered during this event. Michelle Hedding, Spiritual Care Coordinator, provide nondenominational reflections.

The Joint Commission has granted Washington Hospital full recertification of its Advanced Primary Stroke program. The Stroke Program certification process is designed to help organizations continuously provide safe, high-quality care, treatment and services.

After a successful full day survey on November 23rd, Washington Hospital received recertification for two more years. Throughout the survey, staff and physicians demonstrated their knowledge and confidence in providing high quality stroke care. It was very clear to the surveyor that every nurse she spoke with from ED to ICU to 6W to Cath Lab really knows the physiology of stroke.

Employee of the Month

Sr. Cath. Lab Technologist, Kimberly Conti is December's Employee of the Month. Kim started her career as a Radiologic Technologist in 1981. Her career includes working in radiology and the Cath Lab. Kim joined Washington Hospital in September 2013. In just a very short time, Kim has played an important role as a technologist in the Cath Lab. She has taken on the additional and extensive role of learning the charge capture and reconciliation task for the department. When asked to take on this assignment she jumped into it with enthusiasm and dedication. She applies this commitment to every aspect of both her roles and provides a level of detail and care that is above and beyond. Kim is a Bay Area native. She lives in Castro Valley and in her free time enjoys traveling and kayaking with her husband Lou, as well as spending time with her two children, Curtis and Melanie.

*HOSPITAL
CALENDAR: Employee
of the Month – Kim
Conti*

Nancy Farber, Chief Executive Officer 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 first concrete for Level 7 of the parking garage as well as the electrical equipment and transformers being put in. Mr. Fayen also shared photos of the fire sprinkler lines, electrical lighting, and the ground breaking for the BART building. Mr. Fayen continued by presenting an update on the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the first slab on grade concrete placed on November 11th as well as photos of the crane, the structural steel, and the setting of the last base isolators in place for the new Critical Care Pavilion.

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Quality Dashboard – QE 09/2015. Ms. Bowron reported on Core Measure Compliance which included heart failure, pneumonia, acute myocardial infarction, venous thromboembolism, stroke, surgical care improvement and hospital outpatient surgery. Ms. Bowron continued by sharing the Infection Prevention Indicators which included central line associated bloodstream infections (CLABSI), surgical site infection (SIR), C-difficile, catheter associated urinary tract infections (CAUTI), and hospital acquired MRSA bloodstream infections. Ms. Bowron shared the Joint Commission National Patient Safety Goals which comprised of hand off communication, patient identification, procedure time out and hand hygiene as well as the readmission rates for Medicare pneumonia and heart failure.

*QUALITY REPORT:
Quality Dashboard – QE
09/2015*

Chris Henry, Chief Financial Officer, presented the Finance Report for October 2015. The average daily census was 145.4 with admissions of 950 resulting in 4,506 patient days. Outpatient observation equivalent days were 280. The average length of stay was 4.82 days. The case mix index was 1.484. Deliveries were 156. Surgical cases were 409. Joint Replacement cases were 144. Neurosurgical cases were 23. Cardiac Surgical cases were 6. The Outpatient visits were 7,508 and Emergency visits were 4,189. Total productive FTEs were 1,175.8. FTEs per adjusted occupied bed were 6.23.

FINANCE REPORT

Ms. Farber presented the Hospital Operations Report for November. There were 949 patient admissions with an average daily census of 142. This was lower than the budget of 994 admissions. Preliminary information indicated inpatient revenue for the month of November at approximately \$113,300,000; 53.2% was Medicare and 18% was Medi-Cal, for a total of 71.2% in government program revenue. There were 132 deliveries in the Hospital resulting in 265 baby days. There were 365 surgical cases at the Hospital and 478 cases at the Outpatient Surgery Center. The Emergency Room saw 4,129 patients. The clinics saw approximately 3,456 patients. FTEs per Adjusted Occupied Bed were 6.90.

*HOSPITAL
OPERATIONS REPORT*

There being no further business, Director Wallace adjourned the meeting at 7:36pm.

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, December 14, 2015 in the Boardroom, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:03 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

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

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Wallace adjourned the meeting to closed session at 6:04 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 7:05 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 7:06pm.

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, December 28, 2015 in the Boardroom, Washington Hospital, 2000 Mowry Avenue, Fremont, California.
Director Nicholson called the meeting to order at 7:30 a.m.

*CALL
TO
ORDER*

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

*ROLL
CALL*

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

There were no oral or written communications.

COMMUNICATIONS

Director Nicholson adjourned the meeting to closed session at 7:30 a.m. as the discussion pertained to Medical Audit and Quality Assurance Matters pursuant to Health & Safety Code Sections 1461 and 32155.

*ADJOURN TO
CLOSED SESSION*

Director Nicholson reconvened the meeting to open session at 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

Michael Wallace
President

Patricia Danielson, RHIT
Secretary



Memorandum

DATE: January 8, 2016

TO: Board of Directors, Washington Township Health Care District

FROM: Nancy Farber, Chief Executive Officer

SUBJECT: Reappointment and Appointment to the Washington Township Hospital Development Corporation

The Washington Township Hospital Development Corporation is a public benefit (nonprofit) California Corporation which is affiliated with the District. A five member Board of Directors governs the Washington Township Hospital Development Corporation (DEVCO). Its current Board of Directors is: Benn Sah, M.D., Shirley Bushke, Russ Blowers, and Miro Garcia.

I am recommending for consideration by the Washington Township Health Care District Board of Directors to reappointment these individuals to the Washington Township Hospital Development Corporation for the 2016 calendar year.



Memorandum

DATE: December 9, 2015
TO: Nancy Farber, Chief Executive Officer
FROM: Ed Fayen, Sr. Associate Administrator
SUBJECT: Four Intra-Aortic Balloon Pumps

Intra-Aortic Balloon Pumps are utilized for cardiac patients in the Cath Lab, Operating Room, and Critical Care Units who are suffering from low cardiac output caused by a variety of disorders. The balloon pump is utilized to provide mechanical circulatory support until the patient can be taken to surgery or until the heart resumes.

Currently, the Hospital has three Datascope Intra-Aortic Balloon Pumps which were purchased new in 2006 and a fourth pump which was purchased in 2000 and received a software update in 2006. The life cycle of this equipment was seven (7) years. We have been notified that these current devices will no longer be supported by the vendor after December 31, 2015. If one fails, we will not be able to repair it. We need to move forward with the replacement of these four critical pieces of equipment.

This line item was approved in the FY16 Capital Asset Budget in the amount of \$277,820. We have been offered a discount and trade-in option which brings the total amount down to \$260,500 (which includes clinical education, clinical support, and taxes).

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 Four Intra-Aortic Balloon Pumps in the amount not to exceed \$265,000.



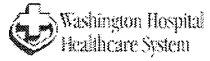
Memorandum

DATE: January 8, 2016
TO: Nancy Farber, Chief Executive Officer
FROM: Ed Faye, Sr. Associate Administrator
SUBJECT: NuVasive Maxcess Access Set - Retractor

Dr. Kunwar has been delayed in completing more than one spine case per day due to the fact that instruments he needed were not available for his case. A Root Cause Analysis was conducted and it was determined that an additional retractor was needed to avoid these situations. Purchasing an additional Retractor will allow a case to go forward rather than have to wait for processing in the Sterile Processing Department.

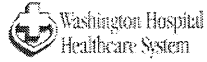
The cost for this instrument set is \$27,544.72. This item was not requested in the FY16 Capital Asset Budget.

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 NuVasive Maxcess Access Set and Maxcess Articulating Arm Set in the amount not to exceed \$27,544.72.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

November 2015



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
November 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: January 8, 2016
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – November 2015
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	November <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
Average Daily Census	141.9	158.5	159.1
# of Admissions	949	994	1,006
Patient Days	4,256	4,754	4,837
Discharge ALOS	4.31	4.78	4.73

<u>OUTPATIENT:</u>	November <u>Actual</u>	<u>Budget</u>	Current 12 <u>Month Avg.</u>
OP Visits	6,760	6,876	7,372
ER Visits	4,129	4,358	4,446
Observation Equivalent Days – OP	213	239	262

Comparison of November acute inpatient statistics to those of the budget showed a lower level of admissions and a lower level of patient days. The average length of stay (ALOS) based on discharged days was below budget. Outpatient visits were lower than budget. Emergency Room visits were below budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 22.4 below budget. Total productive FTEs for November were 1,209.4, 8.1 above the budgeted level of 1,201.3. Nonproductive FTEs were 30.5 below budget. Productive FTEs per adjusted occupied bed were 6.21, 0.64 above the budgeted level of 5.57. Total FTEs per adjusted occupied bed were 6.97, 0.58 above the budgeted level of 6.39.

3. Income - Schedule Board 1

For the month of November the Hospital realized a gain of \$1,407,000 from operations.

Total Gross Patient Service Revenue of \$155,393,000 for November was 5.6% below budget.

Deductions from Revenue of \$117,800,000 represented 75.81% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 76.90%.

Total Operating Revenue of \$37,766,000 was \$481,000 (1.3%) below the budget.

Total Operating Expense of \$36,359,000 was \$383,000 (1.0%) below the budgeted amount.

The Total Non-Operating Gain of \$365,000 for the month of November includes an unrealized loss on investments of \$603,000 and bond issuance costs of \$793,000. This was offset by 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 November was \$1,772,000, which was \$845,000 less than the budgeted gain of \$2,617,000.

The Total Net Gain for November 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 \$1,011,000 compared to a budgeted gain of \$1,253,000.

4. Balance Sheet – Schedule Board 2

The November 2015 balance sheet reflects an increase of approximately \$177 million in assets limited as to use and long-term debt obligations, both of which are related to the issuance of additional bonds. On November 18, the Hospital issued the remaining amount (\$145.5 million) of General Obligation bonds approved by voters in 2012, to be used for construction of the Morris Hyman Critical Care Pavilion (the Pavilion). On the same date, the Hospital also issued approximately \$31 million of Revenue Refunding bonds, which were used to refund the 1999 Revenue bonds in December 2015.

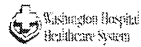
Also of note, cash and cash equivalents increased by \$14 million during the month of November as a result of favorable operating performance and bond project fund reimbursements for prior month construction disbursements.

In November, construction in progress increased by \$9.4 million, primarily due to expenditures for the parking garage and the Pavilion. These expenditures will be reimbursed by bond draws in a future month.

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

NANCY FARBER
Chief Executive Officer

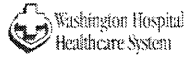
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WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
November 2015
GASB FORMAT
(In thousands)

NOVEMBER				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 113,288	\$ 120,902	\$ (7,614)	-6.3%	2	\$ 597,290	\$ 595,903	\$ 1,387	0.2%
42,105	43,723	(1,618)	-3.7%	3	224,282	228,303	(4,021)	-1.8%
155,393	164,625	(9,232)	-5.6%	4	821,572	824,206	(2,634)	-0.3%
(117,800)	(126,590)	8,790	6.9%	5	(628,987)	(634,090)	5,103	0.8%
75.81%	76.90%			6	76.56%	76.93%		
37,593	38,035	(442)	-1.2%	7	192,585	190,116	2,469	1.3%
173	212	(39)	-18.4%	8	959	901	58	6.4%
37,766	38,247	(481)	-1.3%	9	193,544	191,017	2,527	1.3%
				10	OPERATING EXPENSES			
13,714	13,951	237	1.7%	11	70,702	70,314	(388)	-0.6%
5,542	5,620	78	1.4%	12	27,576	28,291	715	2.5%
4,036	4,005	(31)	-0.8%	13	21,221	20,730	(491)	-2.4%
4,485	4,861	376	7.7%	14	25,049	25,034	(15)	-0.1%
1,339	1,419	80	5.6%	15	6,976	7,227	251	3.5%
3,706	3,353	(353)	-10.5%	16	18,162	17,026	(1,136)	-6.7%
2,707	2,707	0	0.0%	17	13,535	13,535	0	0.0%
830	826	(4)	-0.5%	18	4,081	4,167	86	2.1%
36,359	36,742	383	1.0%	19	187,302	186,324	(978)	-0.5%
1,407	1,505	(98)	-6.5%	20	6,242	4,693	1,549	33.0%
3.73%	3.93%			21	3.23%	2.46%		
241	236	5	2.1%	22	NON-OPERATING INCOME & (EXPENSE)			
71	0	71	0.0%	23	1,124	1,082	42	3.9%
85	78	7	9.0%	24	(11)	0	(11)	0.0%
(793)	(566)	(227)	-40.1%	25	374	388	(14)	-3.6%
1,364	1,364	0	0.0%	26	(1,233)	(966)	(267)	-27.6%
(603)	0	(603)	0.0%	27	6,240	6,240	0	0.0%
365	1,112	(747)	-67.2%	28	(760)	0	(760)	0.0%
\$ 1,772	\$ 2,617	\$ (845)	-32.3%	29	5,734	6,744	(1,010)	-15.0%
4.69%	6.84%			30	\$ 11,976	\$ 11,437	\$ 539	4.7%
				31	6.19%	5.99%		
\$ 1,011	\$ 1,253	\$ (242)	-19.3%	32	\$ 6,496	\$ 5,197	\$ 1,299	25.0%
2.68%	3.28%				3.36%	2.72%		

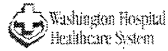
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN(LOSS) ON INVESTMENTS



WASHINGTON HOSPITAL
BALANCE SHEET
 November 2015
(In thousands)

SCHEDULE BOARD 2

		NOVEMBER 2015	AUDITED JUNE 2015			NOVEMBER 2015	AUDITED JUNE 2015
ASSETS AND DEFERRED OUTFLOWS				LIABILITIES, NET POSITION AND DEFERRED INFLOWS			
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 38,416	\$ 19,275	1	CURRENT MATURITIES OF LT OBLIG	\$ 7,797	\$ 5,995
2	ACCOUNTS REC NET OF ALLOWANCES	61,359	61,503	2	ACCOUNTS PAYABLE	21,504	28,024
3	OTHER CURRENT ASSETS	7,308	6,713	3	OTHER ACCRUED LIABILITIES	44,483	49,107
4	TOTAL CURRENT ASSETS	107,083	87,491	4	INTEREST	8,234	9,872
				5	TOTAL CURRENT LIABILITIES	82,018	92,998
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	184,332	184,164	6	REVENUE BONDS AND OTHER	234,641	208,626
7	GENERAL OBLIGATION BOND FUNDS	236,989	121,657	7	GENERAL OBLIGATION BONDS	343,245	197,346
8	REVENUE BOND FUNDS	10,598	10,390				
9	BOND DEBT SERVICE FUNDS	38,753	21,349	OTHER LIABILITIES			
10	OTHER ASSETS LIMITED AS TO USE	15,273	15,112	10	NET PENSION LIABILITY	66,774	66,440
11	TOTAL ASSETS LIMITED AS TO USE	485,945	352,672	11	WORKERS' COMP	8,896	8,609
13	OTHER ASSETS	129,778	122,848	12	SUPPLEMENTAL MEDICAL RETIREMENT	37,778	36,523
14	NET PROPERTY, PLANT & EQUIPMENT	436,727	416,245	14	NET POSITION	393,963	381,987
15	TOTAL ASSETS	\$ 1,159,533	\$ 979,256	15	TOTAL LIABILITIES AND NET POSITION	\$ 1,167,315	\$ 992,529
16	DEFERRED OUTFLOWS	16,989	24,472	16	DEFERRED INFLOWS	9,207	11,199
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,176,522	\$ 1,003,728	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,176,522	\$ 1,003,728



**WASHINGTON HOSPITAL
OPERATING INDICATORS
November 2015**

12 MONTH AVERAGE	NOVEMBER						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
159.1	141.9	158.5	(16.6)	-10%	1					
8.6	7.1	8.0	(0.9)	-11%	2					
10.5	8.8	10.5	(1.7)	-16%	3					
178.2	157.8	177.0	(19.2)	-11%	4					
3.7	4.2	3.3	0.9	27%	5					
4,837	4,256	4,754	(498)	-10%	6					
1,006	949	994	(45)	-5%	7					
4.73	4.31	4.78	(0.47)	-10%	8					
1.505	1.512	1.503	0.009	1%	9					
127	127	110	17	15%	10					
25	21	22	(1)	-5%	11					
9	9	13	(4)	-31%	12					
39	33	44	(11)	-25%	13					
391	365	345	20	6%	14					
527	335	390	(55)	-14%	15					
151	132	147	(15)	-10%	16					
7,372	6,760	6,876	(116)	-2%	17					
4,446	4,129	4,358	(229)	-5%	18					
1,179.1	1,209.4	1,201.3	(8.1)	-1%	19					
174.8	146.6	177.1	30.5	17%	20					
1,353.9	1,356.0	1,378.4	22.4	2%	21					
5.47	6.21	5.57	(0.64)	-11%	22					
6.28	6.97	6.39	(0.58)	-9%	23					

PATIENTS IN HOSPITAL

ADULT & PEDS AVERAGE DAILY CENSUS	148.0	150.2	(2.2)	-1%
OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.2	8.4	(0.2)	-2%
WELLBORN NURSERY AVERAGE DAILY CENSUS	10.6	10.8	(0.2)	-2%
TOTAL	166.8	169.4	(2.6)	-2%
SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.5	3.3	0.2	6%
ADULT & PEDS PATIENT DAYS	22,637	22,983	(346)	-2%
ADMISSIONS-ADULTS & PEDS	4,837	5,038	(201)	-4%
AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.55	4.55	0.00	0%

OTHER KEY UTILIZATION STATISTICS

OVERALL CASE MIX INDEX (CMI)	1.516	1.503	0.013	1%
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SURGICAL CASES

JOINT REPLACEMENT CASES	661	562	99	18%
NEURO SURGICAL CASES	131	143	(12)	-8%
CARDIAC SURGICAL CASES	38	47	(9)	-19%
MINIMALLY INVASIVE CASES	216	218	(2)	-1%
TOTAL CASES	2,128	1,760	368	21%
TOTAL CATH LAB PROCEDURES	1,856	2,174	(318)	-15%

DELIVERIES	774	769	5	1%
OUTPATIENT VISITS	36,122	36,042	80	0%
EMERGENCY VISITS	21,090	22,258	(1,168)	-5%

LABOR INDICATORS

PRODUCTIVE FTE'S	1,195.1	1,192.3	(2.8)	0%
NON PRODUCTIVE FTE'S	172.7	180.9	8.2	5%
TOTAL FTE'S	1,367.8	1,373.2	5.4	0%
PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.87	5.74	(0.13)	-2%
TOTAL FTE/ADJ. OCCUPIED BED	6.72	6.61	(0.11)	-2%

* included in Adult and Peds Average Daily Census