



# 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, February 11, 2015 – 6:00 P.M.

Conrad E. Anderson, MD Auditorium

### AGENDA

- |   | <b>PRESENTED BY:</b>                             |
|---|--|
| <b>I. CALL TO ORDER &amp; PLEDGE OF ALLEGIANCE</b>  | Patricia Danielson, RHIT<br>Board Member         |
| <b>II. ROLL CALL</b>  | Christine Flores<br>Senior Executive Assistant   |
| <b>III. EDUCATION SESSION:</b>  |  |
| Sexual Assault Response Team (SART) Program   | Michael Platzbecker<br>Emergency Room Manager    |
| The Ralph M. Brown Act and Health Care Districts: An Overview   | Paul Kozachenko<br>Legal Counsel                 |
| <b>IV. CONSIDERATION OF MINUTES</b>   |  |
| January 14, 19, 26, and 28, 2015  | <i>Motion Required</i>                           |
| <b>V. COMMUNICATIONS</b>  |  |
| A. Oral   |  |
| B. Written  |  |
| From Peter Lunny, MD, Chief of Staff, dated January 26, 2015 requesting approval of Medical Staff Credentialing Action Items. | <i>Motion Required</i>                           |
| <b>VI. INFORMATION</b>  | <b>PRESENTED BY:</b>                             |
| A. Service League Report  | Debbie Jackson<br>Service League President Elect |

- |    |  |  |
|----|--|--|
| B. | Medical Staff Report                           | Peter Lunny, MD<br>Chief of Staff  |
| C. | Hospital Calendar                              | Nancy Farber<br>Chief Executive Officer  |
| D. | Construction Report                            | Ed Fayen, Senior Associate<br>Administrator                                      |
| E. | Quality Report<br>Nursing Sensitive Indicators | Mary Bowron, DNP, RN, CIC<br>Senior Director of Quality &<br>Resource Management |
| F. | Finance Report                                 | Chris Henry<br>Chief Financial Officer   |
| G. | Hospital Operations Report                     | Nancy Farber<br>Chief Executive Officer  |

**VII. ACTION**

- |    |   |                        |
|----|---|------------------------|
| A. | Consideration of Citrix Netscalers                                  | <i>Motion Required</i> |
| B. | Consideration of Resolution No. 1151,<br>Tobacco-Free Campus        | <i>Motion Required</i> |
| C. | Consideration of Budget Amendment for<br>Nurse Training Programs    | <i>Motion Required</i> |
| D. | Consideration of Medical Staff Requirement<br>for Annual TB Testing | <i>Motion Required</i> |

**VIII. ADJOURN TO CLOSED SESSION**

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

- |    |   |
|----|---|
| A. | Report involving a trade secret pursuant to<br>Health & Safety Code section 32106<br><br>New Program<br><br>Estimated date of public disclosure: February<br>2016 |
| B. | Report and discussion regarding California<br>Government Code section 54957: Personnel<br>matters   |

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

Patricia Danielson, RHIT  
Board Member

**X. ADJOURNMENT**

Patricia Danielson, RHIT  
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 19, 2015 in the Conrad E. Anderson, MD Auditorium 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:03 p.m. and led those present in the Pledge of Allegiance.

*CALL  
TO  
ORDER*

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

*ROLL  
CALL*

Also present: Kimberly Hartz, Senior Associate Administrator, Ed Fayen, Senior Associate Administrator, Bryant Welch, Associate Administrator, Stephanie Williams, Associate Administrator, Chris Henry, Associate Administrator, Albert Brooks, MD, Carlo Coppo, Paul Kozachenko, Christine Flores, Senior Executive Assistant

There were no oral or written communications.

*COMMUNICATIONS*

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h) Director Danielson 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 Danielson reconvened the meeting to open session at 6:45 p.m. and reported no action was taken in closed session.

*RECONVENE TO  
OPEN SESSION &  
REPORT ON  
CLOSED SESSION*

In accordance with District Law, Policies and Procedures, Director Stewart moved for denial of the claim received on December 22, 2014 on behalf of Theresa Tennis, and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6.  
Director Nicholson seconded the motion.

*CONSIDERATION  
OF CLAIM: TENNIS*

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.

Board of Directors' Meeting

January 19, 2015

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In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h) Director Danielson adjourned the meeting to closed session at 6:47 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

*ADJOURN TO  
CLOSED SESSION*

Director Danielson reconvened the meeting to open session at 8:28 p.m. and reported no action was taken in closed session.

*RECONVENE TO  
OPEN SESSION &  
REPORT ON  
CLOSED SESSION*

There being no further business, Director Danielson adjourned the meeting at 8:29 p.m.

*ADJOURNMENT*

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Patricia Danielson, RHIT  
President

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Bernard Stewart, DDS  
Secretary

**DRAFT**

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 26, 2015 in the Boardroom, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 7:30 a.m.

*CALL  
TO  
ORDER*

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

*ROLL  
CALL*

Also present: Peter Lunny, MD; Jan Henstorf, MD; John Romano, MD; Albert Brooks, MD; Stephanie Williams  
Excused: Kranthi Achanta, MD

There were no oral or written communications.

*COMMUNICATIONS*

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

*ADJOURN TO  
CLOSED SESSION*

Director Danielson reconvened the meeting to open session at 8:40 a.m. and reported no action was taken in closed session.

*RECONVENE TO  
OPEN SESSION &  
REPORT ON CLOSED  
SESSION*

There being no further business, the meeting adjourned at 8:40 a.m.

*ADJOURNMENT*

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Patricia Danielson, RHIT  
President

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Bernard Stewart, DDS  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, January 28, 2015 in the Conrad E. Anderson, MD Auditorium 2500 Mowry Avenue, Fremont, California. Director Danielson called the meeting to order at 6:05 p.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, Jacob Eapen, MD; Bernard Stewart, DDS

*ROLL  
CALL*

Also present: Kimberly Hartz, Senior Associate Administrator, Ed Fayen, Senior Associate Administrator, Bryant Welch, Associate Administrator, Stephanie Williams, Associate Administrator, Chris Henry, Associate Administrator, Albert Brooks, MD, Paul Kozachenko, Christine Flores, Senior Executive Assistant

There were no oral or written communications.

*COMMUNICATIONS*

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h) Director Danielson adjourned the meeting to closed session at 6:07 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

*ADJOURN TO  
CLOSED SESSION*

Director Danielson reconvened the meeting to open session at 6:45 p.m. and reported no action was taken in closed session.

*RECONVENE TO  
OPEN SESSION &  
REPORT ON  
CLOSED SESSION*

In accordance with District Law, Policies and Procedures, Director Stewart moved the Chief Executive Officer be authorized to proceed with the purchase of ten (10) CHG Spirit Select Lowboy Med/Surg Beds for an amount not to exceed \$88,936.50.

*APPROVAL OF  
PURCHASE OF  
LOWBOY MED-  
SURG BEDS*

Director Wallace 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.

In accordance with District Law, Policies and Procedures, Director Stewart moved the Chief Executive Officer be authorized to authorize payment to Epic in an amount not to exceed \$774,716.00 and a supplemental adjustment to the Epic Project Budget of \$774,716.00.

*APPROVAL OF  
SUPPLEMENTAL  
FUNDING FOR EPIC*

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.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h) Director Danielson adjourned the meeting to closed session at 6:47 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

*ADJOURN TO  
CLOSED SESSION*

Director Danielson reconvened the meeting to open session at 9:10 p.m. and reported no 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 9:11 p.m.

*ADJOURNMENT*

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Patricia Danielson, RHIT  
President

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Bernard Stewart, DDS  
Secretary






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## Memorandum

**DATE:** January 23, 2015

**TO:** Nancy Farber, Chief Executive Officer

**FROM:**  Edward Fayen, Senior Associate Administrator  
System Operations & Management Support Services

**SUBJECT:** Citrix Netscalers

Physicians and Hospital Staff currently use the hospital's Citrix web portal to access Epic WeCare and other applications. Those users that have access internally have the same access externally. In order to better secure our environment, the Citrix Netscalers will provide Washington Hospital Healthcare System the ability to lock down external access to our applications. The Citrix Netscalers will also provide the ability to require those users to have an approved antivirus application to access the environment.

The Citrix Netscalers adds front-end optimization to ensure performance, scalability, security and resiliency for remote users. The Netscalers also helps to protect web applications against attacks from web-based/internet virus or hacking. There are additional benefits with high performance load balancing and content switching to web applications and database servers to ensure fast, reliable application delivery. The project will take approximately two months to complete.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the hardware, software and implementation services, for a total amount not to exceed **\$77,782.40**. This is an approved project in the 2015 Capital Project budget.

/da



Washington Hospital  
Healthcare System


S I N C E 1 9 4 8

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## Memorandum

**DATE:** February 6, 2015

**TO:** Nancy Farber, Chief Executive Officer

**FROM:** Albert Brooks, MD, Chief Medical Services 

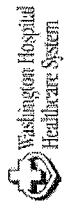
**SUBJECT:** MEC Request for Board Approval  
Rules & Regulations: Tuberculosis Screening for Medical & AHP Staff

The Medical Executive Committee, at its meeting of December 15, 2014, approved the proposed revision to the Rules & Regulations Article II., Section X. Infection Control Policies. Please accept this memorandum as a formal request for presentation to the Board of Directors for final approval of this revision. The attached document describes the requirement for all Medical and Allied Health staff to comply with the current hospital policy regarding Tuberculosis Screening for Healthcare Workers as recommended by the Joint Commission during their recent survey in 2014.

## Rules & Regulations Article II., Section X. Infection Control Policies

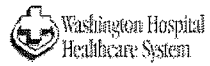
### X. Infection Control Policies

1. Infection Control Policies are located in the Washington Hospital Numbered Memoranda, Section 6.
2. All practitioners shall comply with the current hospital policy regarding Universal Blood and Body Fluid Precautions. Refer to Washington Hospital Administrative Memo #3-190 as a guide.
3. **All practitioners shall comply with the current hospital policy regarding Tuberculosis Screening for Healthcare Workers. Refer to Washington Hospital Administrative Memo #2-186 as a guide.**
4. All patients with infectious diseases shall be isolated according to the infection control policies. If the attending physician wishes to question the isolation precautions instituted, he or she may discuss the matter with the Infection Control Coordinator.
5. Any patient admitted with a draining wound, sinus tract or other purulent draining lesion will be placed on appropriate precautions, according to infection control policies.
6. Certain infectious diseases must, by law, be reported to the Public Health Department. It is the responsibility of the physician in charge to report the diagnosis to the Hospital Infection Control Coordinator. The list of reportable diseases and the procedure for reporting is contained in the Infection Control Policies.
7. Initiation and maintenance of intravenous lines is governed by Infection Control Policies, located in the Infection Control Manual.
8. All practitioners shall comply with current Hospital policy regarding proper hand hygiene. Refer to the Infection Control Policies as a guide (Change approved by MEC 11/15/04, Board 12/8/04).



**WASHINGTON HOSPITAL  
MONTHLY OPERATING REPORT**

**December 2014**



**WASHINGTON HOSPITAL**  
**INDEX TO BOARD FINANCIAL STATEMENTS**  
**December 2014**

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



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# Memorandum

**DATE:** February 6, 2015  
**TO:** Board of Directors  
**FROM:** Nancy Farber  
**SUBJECT:** Washington Hospital – December 2014  
Operating & Financial Activity

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## SUMMARY OF OPERATIONS – (Blue Schedules)

### 1. Utilization – Schedule Board 3

| <u>ACUTE INPATIENT:</u> | <u>December<br/>Actual</u> | <u>Budget</u> | <u>Current 12<br/>Month Avg.</u> |
|-------------------------|----------------------------|---------------|----------------------------------|
| Average Daily Census    | 148.6                      | 165.1         | 153.1                            |
| # of Admissions         | 976                        | 1,070         | 964                              |
| Patient Days            | 4,606                      | 5,119         | 4,653                            |
| Discharge ALOS          | 4.39                       | 4.78          | 4.80                             |

| <u>OUTPATIENT:</u>               | <u>December<br/>Actual</u> | <u>Budget</u> | <u>Current 12<br/>Month Avg.</u> |
|----------------------------------|----------------------------|---------------|----------------------------------|
| OP Visits                        | 6,998                      | 7,061         | 7,392                            |
| ER Visits                        | 4,469                      | 4,304         | 4,381                            |
| Observation Equivalent Days – OP | 273                        | 194           | 257                              |

Comparison of December 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 46.0 below budget. Total productive FTEs for December were 1,101.8, 54.1 below the budgeted level of 1,155.9. Nonproductive FTEs were 8.1 above budget. Productive FTEs per adjusted occupied bed were 5.40, 0.01 above the budgeted level of 5.39. Total FTEs per adjusted occupied bed were 6.42, 0.09 above the budgeted level of 6.33.

3. **Income - Schedule Board 1**

For the month of December the Hospital realized a gain of \$2,361,000 from operations.

Total Gross Patient Service Revenue of \$165,493,000 for December was 2.0% below budget.

Deductions from Revenue of \$127,703,000 represented 77.17% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 76.81%.

Total Operating Revenue of \$37,936,000 was \$1,385,000 below the budget.

Total Operating Expense in December was \$4,544,000 (11.3%) below the budgeted amount.

The Total Non-Operating Gain of \$543,000 for the month of December includes an unrealized loss on investments of \$509,000 and property tax revenue of \$784,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for December was \$2,904,000, which was \$2,610,000 more than the budgeted gain of \$294,000.

The Total Net Gain for December 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 \$2,629,000 compared to a budgeted loss of \$490,000.

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

Noteworthy changes in assets and liabilities, when compared to the November 2014 amounts were as follows:

Net Pension Liability was reduced by approximately \$17 million due to the funding of the Hospital's annual contribution.

Bond Debt Service Funds increased by \$5.9 million due to the funding of the debt service payments due on January 1, 2015.

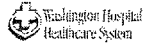
Board Designated Funds for Capital and Other and Cash and Cash Equivalents decreased by \$6.3 million and \$8.1 million, respectively, due to the funding of the debt service and pension obligations. The decrease in cash and investments was mitigated by the higher level of patient account collections.

There were no other noteworthy changes in assets and liabilities when compared to the November 2014 amounts.

NANCY FARBER  
Chief Executive Officer

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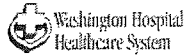




**WASHINGTON HOSPITAL**  
**STATEMENT OF REVENUES AND EXPENSES**  
 December 2014  
**GASB FORMAT**  
 (In thousands)

| DECEMBER         |                  |                       |        | YEAR TO DATE |  |                  |                       |                        |
|------------------|------------------|-----------------------|--------|--------------|--|------------------|-----------------------|------------------------|
| ACTUAL           | BUDGET           | FAV<br>(UNFAV)<br>VAR | % VAR. |              | ACTUAL   | BUDGET           | FAV<br>(UNFAV)<br>VAR | % VAR.                 |
|                  |                  |                       |        | <b>1</b>     | <b>OPERATING REVENUE</b>                         |                  |                       |                        |
| \$ 120,482       | \$ 130,004       | \$ (9,522)            | -7.3%  | <b>2</b>     | INPATIENT REVENUE                                | \$ 698,089       | \$ 734,225            | \$ (36,136) -4.9%      |
| 45,011           | 38,913           | 6,098                 | 15.7%  | <b>3</b>     | OUTPATIENT REVENUE                               | 277,988          | 245,087               | 32,901 13.4%           |
| <b>165,493</b>   | <b>168,917</b>   | <b>(3,424)</b>        | -2.0%  | <b>4</b>     | <b>TOTAL PATIENT REVENUE</b>                     | <b>976,077</b>   | <b>979,312</b>        | <b>(3,235) -0.3%</b>   |
| <b>(127,703)</b> | <b>(129,742)</b> | <b>2,039</b>          | 1.6%   | <b>5</b>     | CONTRACTUAL ALLOWANCES                           | (749,457)        | (747,512)             | (1,945) -0.3%          |
| <b>77.17%</b>    | <b>76.81%</b>    |                       |        | <b>6</b>     | CONTRACTUAL AS % OF REVENUE                      | <b>76.78%</b>    | <b>76.33%</b>         |                        |
| <b>37,790</b>    | <b>39,175</b>    | <b>(1,385)</b>        | -3.5%  | <b>7</b>     | NET PATIENT REVENUE                              | <b>226,620</b>   | <b>231,800</b>        | <b>(5,180) -2.2%</b>   |
| 146              | 146              | 0                     | 0.0%   | <b>8</b>     | OTHER OPERATING INCOME                           | 1,050            | 1,059                 | (9) -0.8%              |
| <b>37,936</b>    | <b>39,321</b>    | <b>(1,385)</b>        | -3.5%  | <b>9</b>     | <b>TOTAL OPERATING REVENUE</b>                   | <b>227,670</b>   | <b>232,859</b>        | <b>(5,189) -2.2%</b>   |
|                  |                  |                       |        | <b>10</b>    | <b>OPERATING EXPENSES</b>                        |                  |                       |                        |
| 14,318           | 14,867           | 549                   | 3.7%   | <b>11</b>    | SALARIES & WAGES                                 | 82,789           | 81,639                | (1,150) -1.4%          |
| 5,225            | 6,037            | 812                   | 13.5%  | <b>12</b>    | EMPLOYEE BENEFITS                                | 31,228           | 34,969                | 3,741 10.7%            |
| 4,021            | 4,076            | 55                    | 1.3%   | <b>13</b>    | SUPPLIES   | 24,392           | 24,726                | 334 1.4%               |
| 4,907            | 4,797            | (110)                 | -2.3%  | <b>14</b>    | PURCHASED SERVICES & PROF FEES                   | 29,738           | 29,202                | (536) -1.8%            |
| 1,206            | 1,231            | 25                    | 2.0%   | <b>15</b>    | INSURANCE, UTILITIES & OTHER                     | 7,833            | 7,976                 | 143 1.8%               |
| 2,224            | 5,474            | 3,250                 | 59.4%  | <b>16</b>    | PROVISION FOR DOUBTFUL ACCOUNTS                  | 21,154           | 31,758                | 10,604 33.4%           |
| 2,774            | 2,774            | 0                     | 0.0%   | <b>17</b>    | DEPRECIATION                                     | 16,570           | 16,519                | (51) -0.3%             |
| 900              | 863              | (37)                  | -4.3%  | <b>18</b>    | INTEREST EXPENSE                                 | 5,455            | 5,355                 | (100) -1.9%            |
| <b>35,575</b>    | <b>40,119</b>    | <b>4,544</b>          | 11.3%  | <b>19</b>    | <b>TOTAL OPERATING EXPENSE</b>                   | <b>219,159</b>   | <b>232,144</b>        | <b>12,985 5.6%</b>     |
| <b>2,361</b>     | <b>(798)</b>     | <b>3,159</b>          | 395.9% | <b>20</b>    | <b>OPERATING INCOME (LOSS)</b>                   | <b>8,511</b>     | <b>715</b>            | <b>7,796 1090.3%</b>   |
| <b>6.22%</b>     | <b>-2.03%</b>    |                       |        | <b>21</b>    | <b>OPERATING INCOME MARGIN %</b>                 | <b>3.74%</b>     | <b>0.31%</b>          |                        |
| 223              | 223              | 0                     | 0.0%   | <b>22</b>    | <b>NON-OPERATING INCOME &amp; (EXPENSE)</b>      |                  |                       |                        |
| (1)              | 0                | (1)                   | 0.0%   | <b>23</b>    | INVESTMENT INCOME                                | 1,344            | 1,324                 | 20 1.5%                |
| 46               | 85               | (39)                  | -45.9% | <b>23</b>    | REALIZED GAIN/(LOSS) ON INVESTMENTS              | (33)             | 0                     | (33) 0.0%              |
| 784              | 784              | 0                     | 0.0%   | <b>24</b>    | RENTAL INCOME, NET                               | 344              | 483                   | (139) -28.8%           |
| (509)            | 0                | (509)                 | 0.0%   | <b>25</b>    | PROPERTY TAX REVENUE                             | 5,228            | 5,225                 | 3 0.1%                 |
| <b>543</b>       | <b>1,092</b>     | <b>(549)</b>          | -50.3% | <b>26</b>    | UNREALIZED GAIN/(LOSS) ON INVESTMENTS            | (791)            | 0                     | (791) 0.0%             |
|                  |                  |                       |        | <b>27</b>    | <b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>  | <b>6,092</b>     | <b>7,032</b>          | <b>(940) -13.4%</b>    |
| <b>\$ 2,904</b>  | <b>\$ 294</b>    | <b>\$ 2,610</b>       | 887.8% | <b>28</b>    | <b>NET INCOME (LOSS)</b>                         | <b>\$ 14,603</b> | <b>\$ 7,747</b>       | <b>\$ 6,856 88.5%</b>  |
| <b>7.65%</b>     | <b>0.75%</b>     |                       |        | <b>29</b>    | <b>NET INCOME MARGIN %</b>                       | <b>6.41%</b>     | <b>3.33%</b>          |                        |
| <b>\$ 2,629</b>  | <b>\$ (490)</b>  | <b>\$ 3,119</b>       | 636.5% | <b>30</b>    | <b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b> | <b>\$ 10,166</b> | <b>\$ 2,522</b>       | <b>\$ 7,644 303.1%</b> |
| <b>6.93%</b>     | <b>-1.25%</b>    |                       |        |              | <b>NET INCOME MARGIN %</b>                       | <b>4.47%</b>     | <b>1.08%</b>          |                        |

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



**WASHINGTON HOSPITAL  
BALANCE SHEET  
December 2014  
(In thousands)**

SCHEDULE BOARD 2

| ASSETS AND DEFERRED OUTFLOW     |  |  | DECEMBER<br>2014  | AUDITED<br>JUNE 2014 | LIABILITIES, NET POSITION AND DEFERRED INFLOWS |  |                   | DECEMBER<br>2014  | AUDITED<br>JUNE 2014 |
|---------------------------------|--|--|-------------------|----------------------|--|--|-------------------|-------------------|----------------------|
| <b>CURRENT ASSETS</b>           |  |  |                   |                      | <b>CURRENT LIABILITIES</b>                     |  |                   |                   |                      |
| 1                               | CASH & CASH EQUIVALENTS                |  | \$ 17,831         | \$ 13,995            | 1  | CURRENT MATURITIES OF L/T OBLIG                      | \$ 5,994          | \$ 10,010         |                      |
| 2                               | ACCOUNTS REC NET OF ALLOWANCES         |  | 50,679            | 50,447               | 2  | ACCOUNTS PAYABLE                                     | 13,150            | 20,804            |                      |
| 3                               | OTHER CURRENT ASSETS                   |  | 8,519             | 8,189                | 3  | OTHER ACCRUED LIABILITIES                            | 44,141            | 40,982            |                      |
| 4                               | TOTAL CURRENT ASSETS                   |  | <u>77,029</u>     | <u>72,631</u>        | 4  | INTEREST   | 9,872             | 10,119            |                      |
|                                 |  |  |                   |                      | 5  | TOTAL CURRENT LIABILITIES                            | <u>73,157</u>     | <u>81,915</u>     |                      |
| <b>ASSETS LIMITED AS TO USE</b> |  |  |                   |                      | <b>LONG-TERM DEBT OBLIGATIONS</b>              |  |                   |                   |                      |
| 6                               | BOARD DESIGNATED FOR CAPITAL AND OTHER |  | 166,599           | 165,678              | 6  | REVENUE BONDS AND OTHER                              | 208,598           | 213,386           |                      |
| 7                               | GENERAL OBLIGATION BOND FUNDS          |  | 134,434           | 136,916              | 7  | GENERAL OBLIGATION BONDS                             | 197,479           | 198,703           |                      |
| 8                               | REVENUE BOND FUNDS                     |  | 10,389            | 10,388               |  |  |                   |                   |                      |
| 9                               | BOND DEBT SERVICE FUNDS                |  | 12,955            | 26,248               | <b>OTHER LIABILITIES</b>                       |  |                   |                   |                      |
| 10                              | OTHER ASSETS LIMITED AS TO USE         |  | 15,082            | 15,030               | 10   | NET PENSION LIABILITY                                | 40,551            | 71,400            |                      |
| 11                              | TOTAL ASSETS LIMITED AS TO USE         |  | <u>339,459</u>    | <u>354,260</u>       | 11   | WORKERS' COMP  | 8,967             | 8,418             |                      |
| 13                              | OTHER ASSETS                           |  | 119,721           | 113,193              | 12   | SUPPLEMENTAL MEDICAL RETIREMENT                      | 35,914            | 34,466            |                      |
| 14                              | NET PROPERTY, PLANT & EQUIPMENT        |  | 394,758           | 401,352              | 14   | NET POSITION   | 355,176           | 340,573           |                      |
| 15                              | TOTAL ASSETS                           |  | <u>\$ 930,967</u> | <u>\$ 941,436</u>    | 15   | TOTAL LIABILITIES AND NET POSITION                   | <u>\$ 919,842</u> | <u>\$ 948,861</u> |                      |
| 16                              | DEFERRED OUTFLOWS                      |  | 4,151             | 23,403               | 16   | DEFERRED INFLOWS                                     | 15,276            | 15,978            |                      |
| 17                              | TOTAL ASSETS AND DEFERRED OUTFLOWS     |  | <u>\$ 935,118</u> | <u>\$ 964,839</u>    | 17   | TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS | <u>\$ 935,118</u> | <u>\$ 964,839</u> |                      |



**WASHINGTON HOSPITAL  
OPERATING INDICATORS**

December 2014

| 12 MONTH AVERAGE                               | DECEMBER |         |                 |        |    |   | YEAR TO DATE |         |                 |        |
|--|----------|---------|-----------------|--------|----|---|--------------|---------|-----------------|--------|
|  | ACTUAL   | BUDGET  | FAV (UNFAV) VAR | % VAR. |    |   | ACTUAL       | BUDGET  | FAV (UNFAV) VAR | % VAR. |
| <b><u>PATIENTS IN HOSPITAL</u></b>             |          |         |                 |        |    |   |              |         |                 |        |
| 153.1  | 148.6    | 165.1   | (16.5)          | -10%   | 1  | ADULT & PEDIATRIC AVERAGE DAILY CENSUS      | 145.4        | 153.8   | (8.4)           | -5%    |
| 8.5  | 8.8      | 6.3     | 2.5             | 40%    | 2  | OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS | 8.7          | 7.1     | 1.6             | 23%    |
| 10.8   | 11.4     | 9.4     | 2.0             | 21%    | 3  | NURSERY AVERAGE DAILY CENSUS                | 11.2         | 10.0    | 1.2             | 12%    |
| 172.4  | 168.8    | 180.8   | (12.0)          | -7%    | 4  | TOTAL                                       | 165.3        | 170.9   | (5.6)           | -3%    |
| 4,653  | 4,606    | 5,119   | (513)           | -10%   | 5  | ADULT & PEDIATRIC PATIENT DAYS              | 26,751       | 28,293  | (1,542)         | -5%    |
| 964  | 976      | 1,070   | (94)            | -9%    | 6  | ADMISSIONS-ADULTS & PEDIATRIC               | 5,811        | 5,839   | (28)            | 0%     |
| 4.80   | 4.39     | 4.78    | (0.39)          | -8%    | 7  | AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC   | 4.57         | 4.85    | (0.28)          | -6%    |
| <b><u>OTHER KEY UTILIZATION STATISTICS</u></b> |          |         |                 |        |    |   |              |         |                 |        |
| 1.493  | 1.497    | 1.505   | (0.008)         | -1%    | 8  | OVERALL CASE MIX INDEX (CMI)                | 1.446        | 1.509   | (0.063)         | -4%    |
| <b><u>SURGICAL CASES</u></b>                   |          |         |                 |        |    |   |              |         |                 |        |
| 111  | 108      | 112     | (4)             | -4%    | 9  | JOINT REPLACEMENT CASES                     | 654          | 662     | (8)             | -1%    |
| 26   | 21       | 18      | 3               | 17%    | 10 | NEURO SURGICAL CASES                        | 155          | 151     | 4               | 3%     |
| 9  | 10       | 11      | (1)             | -9%    | 11 | CARDIAC SURGICAL CASES                      | 62           | 55      | 7               | 13%    |
| 54   | 30       | 59      | (29)            | -49%   | 12 | MINIMALLY INVASIVE CASES                    | 248          | 367     | (119)           | -32%   |
| 346  | 341      | 337     | 4               | 1%     | 13 | TOTAL CASES                                 | 2,073        | 2,065   | 8               | 0%     |
| 597  | 691      | 546     | 145             | 27%    | 14 | TOTAL CATH LAB PROCEDURES                   | 3,729        | 3,469   | 260             | 7%     |
| 152  | 159      | 138     | 21              | 15%    | 15 | DELIVERIES                                  | 960          | 884     | 76              | 9%     |
| 7,392  | 6,998    | 7,061   | (63)            | -1%    | 16 | OUTPATIENT VISITS                           | 43,189       | 44,816  | (1,627)         | -4%    |
| 4,381  | 4,469    | 4,304   | 165             | 4%     | 17 | EMERGENCY VISITS                            | 26,468       | 25,083  | 1,385           | 6%     |
| <b><u>LABOR INDICATORS</u></b>                 |          |         |                 |        |    |   |              |         |                 |        |
| 1,190.7  | 1,101.8  | 1,155.9 | 54.1            | 5%     | 18 | PRODUCTIVE FTE'S                            | 1,147.3      | 1,150.9 | 3.6             | 0%     |
| 184.0  | 209.1    | 201.0   | (8.1)           | -4%    | 19 | NON PRODUCTIVE FTE'S                        | 181.4        | 179.0   | (2.4)           | -1%    |
| 1,374.7  | 1,310.9  | 1,356.9 | 46.0            | 3%     | 20 | TOTAL FTE'S                                 | 1,328.7      | 1,329.9 | 1.2             | 0%     |
| 5.68   | 5.40     | 5.39    | (0.01)          | 0%     | 21 | PRODUCTIVE FTE/ADJ. OCCUPIED BED            | 5.64         | 5.61    | (0.03)          | -1%    |
| 6.56   | 6.42     | 6.33    | (0.09)          | -1%    | 22 | TOTAL FTE/ADJ. OCCUPIED BED                 | 6.54         | 6.48    | (0.06)          | -1%    |