

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, February 8, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson 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: William Nicholson, MD; Bernard Stewart, DDS; Michael Wallace; Patricia Danielson, RHIT, Jacob Eapen, MD. Directors absent: None

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kranthi Achanta, Chief of Medical Staff; Debbie Jackson, Service League 1st President; Dee Antonio, District Clerk

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

Nancy Farber, Chief Executive Officer, introduced Steven Zonner, Doctor of Osteopathic Medicine and Fellowship Trained in Sports Medicine. Dr. Zonner currently serves as the Concussion Program Director of the Tri-Valley and Golden State Elite Youth Ice Hockey Programs in Dublin, CA and is the Medical Consultant for the Concussion Committee of the California Amateur Hockey Association.

*EDUCATION SESSION:
Concussion: The Invisible Injury*

Dr. Zonner began his presentation with the definition of Concussion and an explanation of facts, explaining the mechanism of a concussive injury, the reported symptoms and clinical signs. He talked about the criteria leading to diagnosis, noting that “eye tracking” is key. He talked about Eye-Sync, a device that assists physicians with screening for concussion in the field and aids the physician in assessing an athlete’s ability to recover and return to play. The test takes thirty minutes and can provide an accurate diagnosis in one minute. This device can also diagnose Sleep Deprivation. Dr. Zonner noted that the Recovery Plan for Concussion has been revised to include aerobic exercise, hand-eye coordination exercises and getting 9-12 hours of sleep.

Director Danielson moved for approval of the minutes of January 11, 23, and 25, 2017.

*APPROVAL OF
MINUTES OF January
11, 25, and 25, 2017*

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Kranthi Achanta, MD., Chief of Staff, dated December 27, 2016 requesting approval of Medical Staff

*COMMUNICATIONS:
WRITTEN*

Credentialing Action Items as follows:

Appointments:

Burton, Anne DO, Gunda, Naranyana MD, Haboukh, Mohamad MD, Lee, David MD, Lee, Patricia MD, Perez, Carlos MD, Poonacha, Melania MD

Temporary Privileges:

Gunda, Naranyana MD, Haboukh, Mohamad MD, Lee, David MD, Lee, Patricia MD, Perez, Carlos MD, Poonacha, Melania MD

Emergency Temporary Privileges for Specific Patient Care:

Besh, Basil MD, Lee, David MD

Reappointments:

Arias, Elizabeth MD, Belton, Stephen MD, Bhandari, Bhupinder MD, Chun, Anna PA, Epstein, Gordon MD, Jazayeri, Pooya MD, Kang, Glara MD, Lau, Chai-Kiong MD, Lee, Philip MD, Luu, Doan MD, Nixon, Bruce MD, Pham, Steve MD, Yumena, Lucia MD, Davila, Edmundo Ruiz MD

Completion of Proctoring & Advancement in Staff Category

Khatiki, Nina PA-C

Completion of Proctoring Prior to Eligibility & Advancement in Staff Category

Kharbanda, Ameeta MD, Colburn, Gregory MD

Delete Privilege Requests

Chun, Anna PA-C

Resignations

Loube, Daniel MD, Maguire, Stephanie PA-C, Roth, Robert MD, Sheridan, Christina MD, Slack, Alison MD

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

Director Wallace seconded the motion.

Roll call was taken:

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

The motion carried.

Debbie Jackson, Service League, presented the Service League Report. The Service League Annual Meeting is scheduled for February 14, 2017. The Gift Shop implemented new shop hours in January which appear to have been a good decision for their student volunteers. Total staffing hours for the month of January: 2,944 hours.

*SERVICE LEAGUE
REPORT*

Dr. Kranthi Achanta reported there are 595 Medical Staff members which includes 357 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

During the month of January, Lucy Hernandez, Community Outreach Project Manager, provided seven hand hygiene presentations for students at Cabrillo Elementary School in Fremont and Schilling Elementary School in Newark. Information was provided on proper hand washing and hygiene to prevent infection and the spread of germs. 184 students participated.

On Wednesday, February 1st, 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. Drs. Russell Nord, Michael Goldin, Steven Zonner and Nurse Practitioner Sherrie Kneebone provided the examinations. Athletes also received orthopedic screenings by certified athletic trainers. 101 Athletes received physicals.

On Thursday, February 2nd, Dr. Seema Sehgal, psychiatry, presented "Understanding Mental Health Disorders." 59 people attended.

Also, on Thursday, February 2nd, as part of the Diabetes Matters Series, Dr. Ash Jain, cardiologist, presented, "Caring for Your Heart." 22 people attended.

Upcoming Health Promotions & Community Outreach Events

On Thursday, February 16th, from 6:30 to 8:30 pm, as part of the Speaker's Bureau program, Kristi Caracappa, Health Insurance Information Service Coordinator, will present "Medicare Options" to the members of the Calvary Chapel Church in Fremont.

Also on Thursday, February 16th, from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Get the Facts on Preventive Health Guidelines."

On Friday, February 17th, Washington Sports Medicine will provide athletic trainers and host a first aid booth at the Special Olympics basketball tournament at Newark Memorial High School in Newark.

On Thursday, February 23rd, from 6 to 8 pm, Dr. Prasad Katta, endocrinologist, will present, "Symptoms of Thyroid Problems: What You Should Know."

On Thursday, March 2nd, from 7 to 8 pm, as part of the Diabetes Matters Series, Luanne Sadueste, RN, will present, "Managing Your Time With Diabetes."

On Saturday March 4th, from 9 am to 2 pm, Washington Hospital will staff a booth at the Mark Green Sports Center's 10 Year Anniversary Block Party Health Fair in Union City. Staff will provide health information and blood pressure screenings.

On Tuesday, March 7th, from 1 to 3 pm, Dr. Arun Srivatsa, gastroenterologist, will present "Digestive Health: What You Need to Know."

Also on Tuesday, March 7th, from 6 to 8 pm, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Melissa Reyes, RN, will present "Introduction to Stroke" and "Risk Factors for Stroke."

On Saturday, March 11th, from 10 am to 1 pm, Washington Hospital will host Stroke Awareness Day. This event screens community members for carotid artery blockage, atrial fibrillation and provides cholesterol, glucose and blood pressure screenings. This event is co-sponsored by Fremont Bank Foundation.

Washington Hospital Healthcare Foundation

On Monday, January 30th, the Foundation held its annual general meeting for trustees and members. Trustees elected Rose Evernden-Andrade to join the board of trustees. Helen Kennedy was elected to serve as President of the Foundation.

At the annual meeting, trustees granted over \$658,900 to support a wide variety of clinical services at Washington Hospital, including the inpatient hospice rooms, prenatal diagnostic service, cancer genetic screening, surgical services, diabetes education, Washington Special Care Nursery, maternal child health, and the physical therapy department.

Washington Hospital Healthcare Foundation is proud to announce that it will host the 32st Annual Golf Tournament at Castlewood Country Club on April 24, 2017. Held in memory of long-time Fremont businessman, Gene Angelo Pessagno, the tournament promises a day of great golf and fun surprises.

More than 20 hand-made blankets were donated to the Veteran Affairs Outpatient Clinic in Fremont. The clinic offers a variety of services to veterans including general medicine, a homeless care program and mental health services. On the behalf of the VA Outpatient Clinic in Fremont, Delfino Romayor, US Navy and Danny Perez, US Army received the donation and thanked the Foundation. "Our Veterans" Delfino said "appreciate of your support. The blankets will provide warmth during this cold winter."

The Employees of Washington Hospital elected new WHEA board members for 2017. The incoming board members are:

- President: Jahneen Zayad, Nursing Services
- Vice President: Laura Guzman, OR Perioperative Services
- Secretary: Kimberly Rogers, Medical Transcription
- Treasurer: Jennifer Gaumer, Emergency Department

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

During the month of January, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members at the Fremont Senior Center, Fremont Family Resource Center and the Ruggieri Senior Center in Union City. (W.O.W.) continued to serve community members at the Fremont Family Resource

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

*HOSPITAL CALENDAR:
WHEA*

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

Center, the Fremont Senior Center and the Ruggieri Senior Center in Union City.

Washington On Wheels Mobile Health Clinic held free flu vaccination clinics at Our Lady of the Rosary in Union City on Saturday, January 15th, at Alameda County Fire Department Station 28 in Newark on Wednesday, January 25th, and at Centro de Servicios in Union City on Wednesday, February 1st. These clinics were open to community members ages 3 and up. 35 people were vaccinated

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of January was 71.

Internet Marketing

There were 27,417 visits to the hospital website in the month of January. The hospital's Employment section was the most viewed webpage with 38,297 page views, followed by the Physicians section with 10,507 page views and the About WHHS section with 8,630 page views. The Volunteers section had 6,417 page views and the Women's Health & Pregnancy section had 3,626 page views.

*HOSPITAL
CALENDAR:
Internet Report*

InHealth - Channel 78

During the month of January, Washington Hospital's cable channel 78, InHealth, captured new programming including a Diabetes Matters Program called "Mindful Eating in the New Year"

*HOSPITAL
CALENDAR:
InHealth*

In addition, InHealth aired the January Board of Directors meeting, a Palliative Care Community Presentation, and the Patient's Playbook Community Forum presentation named "Getting to the No-Mistake Zone."

For the fourth year in a row, Washington Hospital has received Healthgrades' "Distinguished Hospital Award for Clinical Excellence" for demonstrating an unwavering commitment to providing high quality patient care. The distinction places Washington Hospital in the top 5% for clinical excellence among more than 4,500 hospitals nationwide.

*HOSPITAL
CALENDAR:
Awards & Recognitions*

Nancy Farber, chief executive officer, and Leslie D. Michelson, the author of The Patient's Playbook, are working together to better inform our community about how to navigate and advocate within a complex health care environment. Nancy Farber was inspired by the information contained in The Patient's Playbook and its natural extension of the Washington Hospital's Patient First Ethic. As a result, she reached out to Mr. Michelson to develop a collaboration to ensure the lifesaving strategies and decision-making tools, that are shared in his book for patients and family members, are widely available to our community.

*HOSPITAL
CALENDAR:
Additional Events &
Announcements*

Employee of the Month

Gina Orozco is a dedicated Environmental Service Lead who started her career with Washington Hospital in 1994. Gina has become well known for her professionalism and pleasant voice when answering service calls. Her hands on support, skills and knowledge of the EVS department and facility are instrumental to Washington Hospital's patient first ethic. In addition Gina has recently participated in a Kaizen

*HOSPITAL
CALENDAR: Employee
of the Month – Gina
Orozco*

workshop and is a member of the (IEHA) International Executive Housekeepers Association, Inc. Gina is also very popular around the WHHS campus for her delicious home-made baked goods. Our division is very fortunate to have Gina, as she is a true believer on doing what is right.

Nancy Farber introduced Chris Henry, Senior Associate Administrator and Chief Financial Officer, and Sandi Adcock, Senior Director of Patient Financial Services who presented *The Revenue Cycle Lean Journey*. Mr. Henry began with the background for this journey, the challenges they faced, and their targeted goals. Six workshops have been conducted thus far: Value Stream Mapping, 5S (Sort, Set order, Shine, Standardize, Sustain) Patient Accounting, Charge Capture, Registration, HIM Coding, and Pre-Billing.

*LEAN/KAIZAN
UPDATE*

During the Value Stream Mapping, an Improvement Plan was developed. The 5S workshop resulted in an improvement in electronic work queues organization by 50%, improvement in inventory work queues by 53%, and improvement in physical space organization by 50%.

Workshop 3 focused on Charge Capture and resulted in a 10% improvement in the yellow supply stickers capture on the nursing floors, the creation of a build in Epic to automatically select and charge patient once the service is documented, and a 70% improvement in the charge capture in the OR (Accounts Receivable days in work queues).

The focus in Workshop 4 was to reduce registration errors resulting in returned billing statement from Emergency Department patients. The outcome from this workshop included a 41% reduction in returned mail/billing statements, a 17% reduction in DNB (discharge not billed), the implementation of workstations on wheels (WOW) and portable scanners to directly input data at the patient's bedside, standard work for registration clerks to request and enter demographic data, and using Epic to signal the registration clerks on the readiness of the patient for discharge.

The purpose of Workshop 5 was to reduce the Health Information Management Coding work queues. The outcomes from this workshop included a 20% reduction in the coding process time from ED charting to completion of documentation. IT defects were reduced by 78% and standard work was created for inpatient and OBS coding.

Workshop 6 focused on Pre-Billing and increasing efficiency in insurance code entry and reducing simple visit work queues. A 34% reduction was accomplished by standardizing the work and developing a pre-authorization and scheduling form for hospital outpatient departments to ensure required information is provided.

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of the exterior metal panels and glazing of the west and south sides, the entry canopy on the west side, the equipment racks installed in IDF room on the ground floor, a nurse station on the first floor, progression of the

*CONSTRUCTION
REPORT
Construction Update*

drywall in the first floor ED area and second floor north, the waterproofing around the exterior courtyard on the third floor, the terrace area north end on the third floor, the framing and ductwork in the penthouse, the lathe for exterior plaster on the penthouse east wall. Mr. Fayen noted that the project is running on time and on budget.

Nancy Farber introduced Mary Bowron, Senior Director of Quality & Resource Management who presented the Washington Hospital Falls Prevention Update, noting that Washington Hospital has participated in national registries dedicated to measuring nurse sensitive indicators at the unit level for over fifteen years. She reviewed the Fall Prevention at Washington Hospital and the Joint Commission Falls Targeted Solutions Tool (created in 2015). Over the past eighteen months, Washington Hospital has had a lower fall rate than the national CALNOC benchmark for inpatient falls with no falls resulting in moderate or higher injury for the majority of this time frame.

*QUALITY REPORT:
Falls Prevention Update*

Chris Henry, Chief Financial Officer, presented the Finance Report for December 2016. The average daily census was 171.3 with admissions of 1,068 resulting in 5,311 patient days. Outpatient observation equivalent days were 214. The average length of stay was 4.77 days. The case mix index was 1.438. Deliveries were 146. Surgical cases were 368. Joint Replacement cases were 129. Neurosurgical cases were 19. Cardiac Surgical cases were 5. The Outpatient visits were 6,426 and Emergency visits were 4,661. Total productive FTEs were 1,151.1. FTEs per adjusted occupied bed were 6.10.

FINANCE REPORT

Nancy Farber presented the Hospital Operations Report for January 2017. Preliminary information indicated gross revenue for the month of January at approximately \$205,800,000. The Average Length of Stay of 4.92 and there were 6,651 patient days. There were 416 Surgical Cases and 399 Cath Lab procedures at the Hospital. Deliveries for January were 143. Non-Emergency Outpatient visits were 6,747. FTEs per Adjusted Occupied Bed were 5.33. The Washington Outpatient Surgery Center had 457 cases and the clinics saw approximately 4,315 patients.

*HOSPITAL
OPERATIONS REPORT*

In accordance with District Law, Policies and Procedures, Director Eapen moved 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 the instrument tracking project for a total amount not to exceed \$263,183.

*APPROVAL OF THE
INSTRUMENT
TRACKING SYSTEM*

Director Wallace seconded the motion.
Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of a pneumatic tube system upgrade for a total amount not to exceed \$245,050.

*APPROVAL OF
PNEUMATIC TUBE
SYSTEM UPGRADE*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of hardware for Nova Glucose Meters for a total amount not to exceed \$60,703.

*APPROVAL OF NOVA
GLUCOSE METERS*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of a new ultrasound machine for a total amount not to exceed \$151,101.29.

*APPROVAL OF
PORTABLE
ULTRASOUND
MACHINE*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the

*APPROVAL OF
SONOSITE EDGE II
ULTRASOUND SYSTEM*

necessary contracts and proceed with the purchase of a SonoSite Edge II Ultrasound System for a total amount not to exceed \$72,994.04.

Director Wallace seconded the motion.

Roll call was taken:

William Nicholson, MD - aye
Bernard Stewart, DDS - aye
Michael Wallace - aye
Patricia Danielson, RHIT - 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 Nicholson adjourned the meeting to closed session at 8:10 pm, as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

ADJOURN TO CLOSED SESSION

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

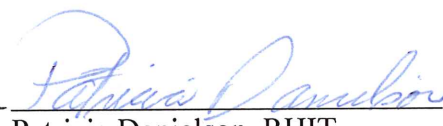
RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Nicholson adjourned the meeting at 8:40 pm.

ADJOURNMENT



William Nicholson, MD
President



Patricia Danielson, RHIT
Secretary