



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 14, 2018 – 6:00 P.M.

Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|---|---|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | Michael Wallace
Board Member |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. EDUCATION SESSION:
Public Hospital Redesign and Incentives in
Medi-Cal Program (PRIME) | Sabrina Valade
Strategic Projects Senior Analyst |
| IV. CONSIDERATION OF MINUTES

January 10, 22, and 24, 2018 | <i>Motion Required</i> |
| V. COMMUNICATIONS

A. Oral

B. Written

From Timothy Tsoi, MD Chief of Staff,
dated January 22, 2018 requesting approval
of Medical Staff Credentialing Action
Items. | <i>Motion Required</i> |
| VI. INFORMATION | PRESENTED BY: |
| A. Service League Report | Debbie Jackson
Service League |
| B. Medical Staff Report | Timothy Tsoi, MD
Chief of Staff |
| C. Hospital Calendar | Nancy Farber
Chief Executive Officer |
| D. Foundation Report: | Angus Cochran |
| E. Construction Report | Ed Fayen
Senior Associate Administrator |

F. Quality Report:
Quality Dashboard
Quarter Ending December 2017

Mary Bowron, DNP, RN, CIC
Senior Director of Quality & Resource
Management

G. Finance Report

Chris Henry
Senior Associate Administrator and
Chief Financial Officer

H. Hospital Operations Report

Nancy Farber
Chief Executive Officer

VII. ACTION

- A. Consideration of Commendation for Debra Jackson *Motions Required*
- B. Consideration of Microscan Project
- C. Consideration of Triton Labor & Delivery Blood Loss Monitoring System
- D. Consideration of CIRIUS Group Billing Software
- E. Consideration of Epic Bed Planning, Transport, and EVS Module
- F. Consideration of Resolution No. 1185 Local 20 Union Contract

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

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, January 10, 2018 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:00 pm and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Timothy Tsoi, 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, Kristin Ferguson, Mary Bowron, Albert Brooks MD, Larry Bowen, John Lee, Rob Lanci, Paul Kozachenko, Alan Spira MD,

Nancy Farber, Chief Executive Officer introduced Alan Spira MD, Department of Emergency Medicine and Captain in the Marine Corps, U.S. Navy. Dr. Spira began with a definition of Mass Casualty Incidents and crisis types, including natural disasters, terrorist attacks, civil disturbances, and HAZMAT incidents. He spoke of the initial panic/confusion, determination of who is in command, the control of the scene and environs, various communication failures and logistical failures and interference from spectators and media – all of which influence the triage of victims. He noted that “triage” is the process of prioritizing and treating patients and talked about the differences between triaging patients in daily practice versus in mass casualty events; in a mass casualty event some people will not get treatment with the goal being to do the most good for the most people.

*EDUCATION SESSION:
Triage in Mass Casualty
Situations*

Dr. Spira explained the different levels of triage based on military determination: Immediate, Delayed/Urgent, Minor/Minimal, and Expectant. Immediate: the most critical WHO CAN BE SAVED. Urgent/Delayed: the Gray Zone; more difficult to decide. Minor: the Walking Wounded. Expectant: no chance of survival. He reviewed the START Adult Triage flow chart and covered the ethical issues of mass casualty triage.

Dr. Spira reviewed the specifics of several notable mass casualty incidents and the responses of those hospitals which treated the casualties. The incidents included the October 2017 Las Vegas shooting and the response from Sunrise Medical Center; the June 2016 Bronx Lebanon Hospital shooting; the December 2015 San Bernadino terrorist attack and the responses from Loma Linda University Medical Center and Arrowhead Regional Medical Center; the June 2016 Pulse Nightclub terrorist attack and the response from Orlando Regional Medical Center.

Dr. Spira noted that the best responses to mass casualty incidents were directly related to quick and complete communication from the field, immediate activation of Command Center, good triaging practices in the emergency departments, and the multiple disaster drills/planning (tabletop drills, full-scale ED drills both day and night, yearly full scale community exercise involving PD and EMS sufficient to stress the ED even as they were seeing real patients).

Director Stewart moved for approval of the minutes of December 13, 18, and 19, 2017.

*APPROVAL OF
MINUTES OF December
13, 18, and 19, 2017*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Timothy Tsoi, MD., Chief of Staff, dated December 19, 2017 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments

Arcilla, Lisa MD; Djavaheerian, Caesar MD; Rajeal, Sheeva MD

Temporary Privileges

Kennedy, Daniel MD; Rajeal, Sheeva MD

Reappointments – Two Year

Jain, Aditya MD; Lunny, Peter MD; Sehgal, Rohit MD; Tsai, Shirley MD; Wang, Albert MD; Way, Jaclyn MD

Reappointments – One Year

Ali, Zulfiqar MD; Beygui, Ramin MD; Kudaravalli, Padmavathi MD; Thomas, Jeffrey MD

Transfer in Staff Category

Chang, Shurong MD; Naing, Lin Htut MD

Completion of Proctoring & Advancement in Staff Category

Chang, Shurong MD; Naing, Lin Htut MD; Nair, Lakshmi MD; Bhatti, Naveenpal MD; Wang, Yi-Chiun MD

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category

Chickaballapur, Ajith MD

Extension of Proctorship and Provisional Category

Hsieh, Kisseng MD; Kang, Young MD

New Privilege Requests

Karamloo, Sara DPM; Keyhan, Sanaz MD

Delete Privilege Requests

Carnes, Stephanie PA-C; Jain, Aditya MD; Phan, Hieucam MD; Sehgal, Rohit MD;
Sunkavalley, Rao MD

Withdrawal of Application

Ghilarducci, David MD

Request to Return from Leave of Absence

Cohen, Erik MD

Resignations

Joshi, Chelsea PA-C; Kawada, Carol MD

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

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

Debbie Jackson, Service League, reported on the Service League activities. The Gift Shop's sales for December will probably come close to what they did in November which was very good. The Annual meeting is scheduled for February 13th and invitations have been sent out. There was no orientation in December. The total volunteer staffing hours for the month of December 2017: 2,375.

*SERVICE LEAGUE
REPORT*

Dr. Timothy Tsoi reported there are 579 Medical Staff members which includes 337 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

In support of OneChild and East Bay Agency for Children on Tuesday, December 12th, the Washington Hospital Management Staff donated hundreds of gifts including bicycles, clothing and toys to Tri-City area families in need. The families were identified through OneChild and East Bay Agency for Children. Founded by Bernie Dutra, OneChild is a non-profit organization dedicated to providing underserved children with new clothing, school supplies and holiday gifts. Mrs. Dutra's passion to provide all children with the basic necessities for success in school has allowed OneChild to serve over 5,000 children to date. East Bay Agency for Children manages the Healthy Start program for Fremont and Newark Unified School Districts

Upcoming Health Promotions & Community Outreach Events

On Thursday, January, 18th, from 7:00 to 8:30 p.m., Dr. Victoria Leiphart, gynecologist, will kick off the 2018 series of "Women Empowering Women." Dr. Leiphart will provide a 30-minute lecture followed by a one hour open discussion regarding women's issues.

On Thursday, February 1st from 3:30 to 6 p.m., the Washington Sports Medicine Program will host sports physicals at Newark Memorial High School. High School athletes from all sports in the Fremont, Newark and Union City area are welcome. The cost is \$20. All proceeds will be donated back to the schools for their sports medicine programs.

On Thursday February 1st from 6 to 8 p.m., as part of the Diabetes Matters Series, Vida Reed, RN, will present "Diabetes 101"

The Washington Township Medical Foundation will host two community Open House events. On February 1st at the Newark clinic and on February 7th at the Nakamura clinic in Union City. Both events are from 6 to 8 p.m. Community members are invited to visit the health care facility conveniently located in their neighborhoods.

On Thursday February 8th from 6:30 to 8 pm, Washington Hospital will launch the 2018 Mental Health Educational Series. Mental Health is an area that merits increased education and information regarding available resources. This eight-part comprehensive series will feature expert speakers on various area of mental health. Participants are not required to attend every class.

On Tuesday, February 13th from 10 a.m. to noon, as part of the 2018 Stroke Education Series, Melissa Reyes will present "Stroke Prevention." The goal of this two-part series is to educate community members about prevention, symptoms, and what to do if you are experiencing signs of a stroke.

On Tuesday, February 20th from 10 a.m. to noon, Melissa Reyes will present "Life After Stroke." This presentation provides an overview to better understand your condition and how to move forward after a stroke.

On Wednesday, February 20, from 1 to 3 p.m., Dr. Catherine Dao, Cardiologist, will present: Women's Heart Health. Dr. Dao will discuss the critical signs of heart disease and heart attack that females can experience.

Washington Hospital Healthcare Foundation

Washington Hospital Healthcare Foundation received two community gifts in December. Students in the Leos Club of James Logan High School and students from Mission Valley Elementary School created hand-made holiday cards for Hospital inpatients which cards were delivered to patients by the Food & Nutrition staff. On December 28th, Wooly Warmth delivered a large collection of hand-knitted items for pediatric patients to Maternal Child Health. Wooly Warmth is a group of volunteers who provide handmade, knitted and crocheted warm clothing to the families of newborns to keep their little ones warm and comfortable.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

The Foundation will host the 33rd Annual Golf Tournament at Castlewood Country Club on Thursday, May 3, 2018.

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

The Red Cross has issued an urgent appeal for blood donations. The extreme weather across the nation has resulted in cancellations of numerous blood drives. In response to this need, on Tuesday, January 30, the *Washington Hospital Employee Association, WHEA*, will sponsor a blood drive from noon to 6 p.m. in Anderson Auditorium. Community members are encouraged to donate.

WASHINGTON
TOWNSHIP
HEALTHCARE
DISTRICT:
*Washington Hospital
Employee Association,
W.H.E.A.*

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

During the month of December, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members in the North Bay impacted by the October wild fires. Damage to the Santa Rosa Community Health Vista clinic created a need for our mobile clinic.

HOSPITAL CALENDAR:
*Washington On Wheels
Mobile Health Van*

Internet and Social Media Marketing

Washington Hospital's website serves as a central source of information for the communities the District serves and beyond. The most viewed pages include: Employment, About WHHS, Women's Health and Pregnancy, and Physician Finder.

HOSPITAL
CALENDAR:
*Internet and Social
Media Marketing*

InHealth - Channel 78

During the month of December, Washington Hospital's cable channel 78, InHealth, captured a Diabetes Matters program called "How to talk to your Doctor"

HOSPITAL
CALENDAR:
InHealth

In addition, InHealth aired the December Board of Directors meeting, and the following programs: Updated Treatments for Knee Pain; Getting Through the Holidays When You are Grieving; Learn the Signs and Symptoms of Sepsis; Vitamins & Supplements, How Useful are They?; and a presentation on the National Hospital Rating System for Quality and Patient Safety.

Employee of the Month

Our January Employee of the Month is Jennifer Nunes-Horner who participated in a 2002 high school independent study program at age 16. She is now part of Washington Hospital's transport team, seeing approximately 30 patients per day. She is currently a student at Ohlone College, soon to earn her Associate of Arts degree. She will then apply to nursing school and pursue a bachelor's degree from a local university.

HOSPITAL
CALENDAR:
*Employee of the Month –
Jennifer Nunes-Horner*

Jennifer finds time to raise money for Unravel Pediatric Cancer, a non-profit organization that has touched her heart, and co-chaired an annual fundraiser for that organization which raised \$81,000.

Nancy Farber introduced Kimberly Hartz, Sr. Associate Administrator. Ms. Hartz presented a Lean Certificate and Pin to John Lee upon completion of his Lean Certification Training. This is a 12-18 month process that requires proficiency in Lean concepts and tools. To date, we have certified twenty-nine Managers and two Physicians.

LEAN/KAIZAN
UPDATE
*Presentation of Lean
Certificate and Pin*

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of the PBX room on the ground floor; first floor nurse station; new emergency department waiting room; atrium skylight area; second floor men's restroom; second floor west side landscape garden area; sink installation in third floor patient room; third floor medication room; third floor doctors' charting room; excavation, rebar and block-outs for ED entrance canopy footing on the south side; excavation, fabric and rebar for footings on the new loading dock; relocated RO/DI water system; and ending with the Site View. The construction timeline was reviewed and Mr. Fayen noted that the construction is proceeding on time and within budget although the contingency amounts are shrinking.

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management gave a presentation on Influenza Prevention and the severe surge of flu cases currently being experienced in California. She outlined the steps taken at WHHS to help prevent/mitigate influenza and what the community members can do to protect themselves and their families. The regulatory updates for 2018 were reviewed including the hand hygiene compliance requirements effective January 1, 2018. Ms. Bowron talked about the annual risk assessment performed to evaluate risk of hospital acquired infections and the involvement of Infection Prevention in all construction projects to prevent transmission of infectious agents to vulnerable patient populations, health care workers, and hospital visitors.

*QUALITY REPORT:
Washington Hospital
Infection Prevention
Program Update*

Ms. Bowron discussed the collaboration with Environmental Services and other ancillary staff in preventing infectious disease transmission. Other items covered included Antimicrobial Stewardship, tuberculosis surveillance, and the policies related to carbapenem resistant enterobacteriaceae (CRE) and C-diff. Education sessions for the community include physician-led education sessions, public service announcements through InHealth, and education on the latest national outbreaks and concerns.

Chris Henry, Chief Financial Officer, presented the Finance Report for November 2017. The average daily census was 157.8 with admissions of 1,022 resulting in 4,735 patient days. Outpatient observation equivalent days were 122. The average length of stay was 4.37 days. The case mix index was 1.451. Deliveries were 148. Surgical cases were 362. Joint Replacement cases were 146. Neurosurgical cases were 23. Cardiac Surgical cases were 11. The Outpatient visits were 7,228 and Emergency visits were 4,031. Total productive FTEs were 1,293.4. FTEs per adjusted occupied bed were 7.06.

FINANCE REPORT

Nancy Farber presented the Hospital Operations Report for December 2017. Preliminary information indicated gross revenue for the month of December at approximately \$174,741,000. The Average Length of Stay of 4.68 and there were 5,225 patient days. There were 353 Surgical Cases and 336 Cath Lab procedures at the Hospital. Deliveries for December were 155. Non-Emergency Outpatient visits were 6,877. FTEs per Adjusted Occupied Bed were 6.59. The Washington Outpatient Surgery Center had 461 cases and the clinics saw approximately 3,803 patients.

*HOSPITAL
OPERATIONS REPORT*

Director Stewart moved that the Board of Directors authorize the Chief Executive Officer to execute a Right of Way Agreement (including the grant of the Temporary Construction Easement) for the period November 1, 2017 through January 31, 2019 between the District and the City of Fremont in a form substantially as described in this Memorandum to the Board of Directors; in addition, the Chief Executive Officer is authorized to take any and all further actions which, in the determination of the Chief Executive Officer, are necessary to accomplish the foregoing.

*CONSIDERATION OF
FIFTEEN MONTH
EXTENSION FOR
PREVIOUSLY GRANTED
TEMPORARY
CONSTRUCTION
EASEMENT*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved that the Board of Directors authorize the Chief Executive Officer to approve the appropriate contracts to purchase hardware and implementation services in an amount not to exceed \$214,860.00.

*CONSIDERATION OF
PACS UPGRADE*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of the Medistim MiraQ Ultimate Patency Verification System with Imaging in an amount not to exceed \$175,000.00.

*CONSIDERATION OF
MEDISTIM MIRAQ*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts to proceed with the purchase of the Philips Healthcare Software & Network upgrade and Patient Link replacement for a total amount not to exceed \$190,000.00.

*CONSIDERATION OF
PHILIPS HEALTHCARE
SOFTWARE &
NETWORK UPGRADE
AND PATIENT LINK
REPLACEMENT*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved that the Board of Directors authorize the Chief Executive Officer to approve the appropriate contracts for the purchase of the Hill-Rom Allen Table in an amount not to exceed \$112,192.58.

*CONSIDERATION OF
HILL-ROM ALLEN
TABLE*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved that the Board of Directors adopt Resolution No. 1184 which will provide a construction budget amendment of the pipe project for the kitchen for an amount not to exceed \$1.3 million and to authorize the Chief Executive Officer to complete all appropriate contractual documents to complete this project.

*CONSIDERATION OF
RESOLUTION No. 1184
FOR BUDGET
AMENDMENT TO
KITCHEN PIPE
PROJECT*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved that the Board of Directors reappoint Benn Sah MD, Russ Blowers, Miro Garcia,

*CONSIDERATION OF
REAPPOINTMENT TO
THE WASHINGTON*

Gloria Villasana Fuerniss, and Jeannie Yee to the Washington Township Hospital Development Corporation for the 2018 calendar year.

*TOWNSHIP HOSPITAL
DEVELOPMENT
CORPORATION
(DEVCO)*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Wallace adjourned the meeting to closed session at 8:10 pm, 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 9:15 pm and reported no action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Wallace adjourned the meeting at 9:15 pm.

ADJOURNMENT

Michael Wallace
President

William Nicholson, MD
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 22, 2018 in the Board Room, 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
Excused: Patricia Danielson, RHIT; Michael Wallace

ROLL CALL

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

There were no oral or written communications.

COMMUNICATIONS

Director Stewart 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 Stewart reconvened the meeting to open session at 9:00 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 was adjourned at 9:00 a.m.

ADJOURNMENT

Michael Wallace
President

William Nicholson, MD
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, January 24, 2018 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Wallace called the meeting to order at 6:06 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Sr. Associate Administrator; Ed Fayen, Sr. Associate Administrator; Chris Henry, Sr. Associate Administrator; Bryant Welch, Associate Administrator; Tina Nunez, Associate Administrator; Stephanie Williams, Associate Administrator; Paul Kozachenko, Attorney; Dee Antonio, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and California Government Code 54957, Director Wallace adjourned the meeting to closed session at 6:06 p.m., as the discussion pertained to Hospital trade secrets, personnel matters, and Conference with Legal Counsel regarding existing litigation pursuant to California Government Code Section 54956.9.

ADJOURN TO CLOSED SESSION

Director Wallace reconvened the meeting to open session at 7:50 p.m. and reported no reportable 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 the denial of a claim presented on December 17, 2017 on behalf of Mary Eckstein and that the Chief Executive Officer be directed to provide notice in accordance with government code section 94956.

CONSIDERATION OF CLAIM: MARY ECKSTEIN

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved for the denial of a claim presented on January 3, 2018 on behalf of Mark Wisner and that the Chief Executive Officer be directed to provide notice in accordance with government code section 94956.

CONSIDERATION OF CLAIM: MARK WISER

Director Nicholson seconded the motion.

Roll call was taken:

Michael Wallace – aye
Bernard Stewart, DDS – aye

William Nicholson, MD – aye
Jacob Eapen, MD – aye
Patricia Danielson, RHIT – absent

The motion carried.

In accordance with District Law, Policies and Procedures, Director Stewart moved for the denial of a claim presented on January 3, 2018 on behalf of Carolyn Arnaiz and that the Chief Executive Officer be directed to provide notice in accordance with government code section 94956.

*CONSIDERATION OF
CLAIM: CAROLYN
ARNAIZ*

Director Nicholson seconded the motion.

Roll call was taken:

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

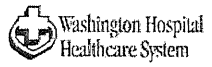
The motion carried.

There being no further business, Director Wallace adjourned the meeting at 7:56 p.m.

ADJOURNMENT

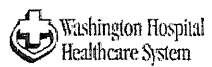
Michael Wallace
President

William Nicholson, MD
Secretary



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

December 2017



WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
December 2017

<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: February 8, 2018
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – December 2017
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	<u>December Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	168.5	172.3	170.3
# of Admissions	1,067	1,076	1,055
Patient Days	5,225	5,341	5,176
Discharge ALOS	4.68	4.96	4.84

<u>OUTPATIENT:</u>	<u>December Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	6,877	6,650	7,108
ER Visits	4,568	4,574	4,434
Observation Equivalent Days – OP	125	186	155

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 higher than budget. Emergency Room visits were below budget for the month.

2. **Staffing – Schedule Board 3**

Total paid FTEs were 68.0 below budget. Total productive FTEs for December were 1,196.3, 94.0 below the budgeted level of 1,290.3. Nonproductive FTEs were 26.0 above budget. Productive FTEs per adjusted occupied bed were 5.43, 0.15 below the budgeted level of 5.58. Total FTEs per adjusted occupied bed were 6.59, 0.01 above the budgeted level of 6.58.

3. **Income - Schedule Board 1**

For the month of December the Hospital realized income of \$4,347,000 from operations.

Total Gross Patient Service Revenue of \$174,741,000 for December was 0.9% below budget.

Deductions from Revenue of \$129,434,000 represented 74.07% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 76.92%, primarily due to payor mix.

Total Operating Revenue of \$45,755,000 was \$4,497,000 (10.9%) above the budget.

Total Operating Expense of \$41,408,000 was \$677,000 (1.7%) above the budgeted amount.

The Total Non-Operating Income of \$1,526,000 for the month includes an unrealized loss on investments of \$129,000 and property tax revenue of \$1,356,000.

The Total Net Income for December was \$5,873,000, which was \$3,586,000 more than the budgeted income of \$2,287,000.

The Total Net Loss/Income 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 \$4,646,000 compared to budgeted income of \$932,000.

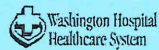
4. **Balance Sheet – Schedule Board 2**

Cash and cash equivalents declined by \$24.0 million in December. Significant cash activity during the month included a \$22 million pension contribution payment, \$7.8 million of property tax revenues received from the County and deposited into the GO Bond debt service funds, and payment of \$5.8 million into the Revenue Bond debt service funds for interest payments due on January 1st.

Other than the above, there were no noteworthy changes in assets and liabilities when compared to November 2017.

NANCY FARBER
Chief Executive Officer

NF/CH



WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 December 2017
GASB FORMAT
 (In thousands)

December				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 133,525	\$ 131,366	\$ 2,159	1.6%	2	INPATIENT REVENUE	\$ 743,480	\$ 733,199	\$ 10,281 1.4%
41,216	44,958	(3,742)	-8.3%	3	OUTPATIENT REVENUE	246,065	268,991	(22,926) -8.5%
174,741	176,324	(1,583)	-0.9%	4	TOTAL PATIENT REVENUE	989,545	1,002,190	(12,645) -1.3%
(129,434)	(135,620)	6,186	4.6%	5	CONTRACTUAL ALLOWANCES	(746,640)	(769,712)	23,072 3.0%
74.07%	76.92%			6	CONTRACTUAL AS % OF REVENUE	75.45%	76.80%	
45,307	40,704	4,603	11.3%	7	NET PATIENT REVENUE	242,905	232,478	10,427 4.5%
448	554	(106)	-19.1%	8	OTHER OPERATING INCOME	2,837	3,235	(398) -12.3%
45,755	41,258	4,497	10.9%	9	TOTAL OPERATING REVENUE	245,742	235,713	10,029 4.3%
				10	OPERATING EXPENSES			
17,062	17,747	685	3.9%	11	SALARIES & WAGES	97,513	97,213	(300) -0.3%
6,194	5,875	(319)	-5.4%	12	EMPLOYEE BENEFITS	37,135	34,421	(2,714) -7.9%
4,629	4,752	123	2.6%	13	SUPPLIES	26,099	27,310	1,211 4.4%
4,818	4,470	(348)	-7.8%	14	PURCHASED SERVICES & PROF FEES	28,422	26,946	(1,476) -5.5%
1,250	1,313	63	4.8%	15	INSURANCE, UTILITIES & OTHER	8,336	8,922	586 6.6%
4,111	3,173	(938)	-29.6%	16	PROVISION FOR DOUBTFUL ACCOUNTS	20,881	18,039	(2,842) -15.8%
2,807	2,807	-	0.0%	17	DEPRECIATION	16,674	16,674	- 0.0%
537	594	57	9.6%	18	INTEREST EXPENSE	3,724	3,713	(11) -0.3%
41,408	40,731	(677)	-1.7%	19	TOTAL OPERATING EXPENSE	238,784	233,238	(5,546) -2.4%
4,347	527	3,820	724.9%	20	OPERATING INCOME (LOSS)	6,958	2,475	4,483 181.1%
9.50%	1.28%			21	OPERATING INCOME MARGIN %	2.83%	1.05%	
				22	NON-OPERATING INCOME & (EXPENSE)			
290	283	7	2.5%	23	INVESTMENT INCOME	1,630	1,689	(59) -3.5%
(38)	-	(38)	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(98)	-	(98) 0.0%
231	306	(75)	-24.5%	25	RENTAL INCOME, NET	1,475	1,834	(359) -19.6%
(184)	(184)	-	0.0%	26	AMORTIZATION OF INTANGIBLE ASSETS	(1,106)	(1,106)	- 0.0%
1,356	1,355	1	0.1%	27	PROPERTY TAX REVENUE	8,124	8,108	16 0.2%
(129)	-	(129)	0.0%	28	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(936)	-	(936) 0.0%
1,526	1,760	(234)	-13.3%	29	TOTAL NON-OPERATING INCOME & EXPENSE	9,089	10,525	(1,436) -13.6%
\$ 5,873	\$ 2,287	\$ 3,586	156.8%	30	NET INCOME (LOSS)	\$ 16,047	\$ 13,000	\$ 3,047 23.4%
12.84%	5.54%			31	NET INCOME MARGIN %	6.53%	5.52%	
				32	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 8,859	\$ 4,892	\$ 3,967 81.1%
\$ 4,646	\$ 932	\$ 3,714	398.5%		NET INCOME MARGIN %	3.61%	2.08%	
10.15%	2.26%							

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



**WASHINGTON HOSPITAL
BALANCE SHEET**
December 2017
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			December 2017	Audited June 2017	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			December 2017	Audited June 2017		
CURRENT ASSETS					CURRENT LIABILITIES						
1	CASH & CASH EQUIVALENTS	\$	21,962	\$	49,180	1	CURRENT MATURITIES OF L/T OBLIG	\$	7,226	\$	5,306
2	ACCOUNTS REC NET OF ALLOWANCES		57,576		61,160	2	ACCOUNTS PAYABLE		33,118		42,211
3	OTHER CURRENT ASSETS		9,043		7,728	3	OTHER ACCRUED LIABILITIES		61,239		55,681
4	TOTAL CURRENT ASSETS		<u>88,581</u>		<u>118,068</u>	4	INTEREST		<u>12,114</u>		<u>10,245</u>
						5	TOTAL CURRENT LIABILITIES		<u>113,697</u>		<u>113,443</u>
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS						
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		169,509		141,155	6	REVENUE BONDS AND OTHER		231,909		238,414
7	GENERAL OBLIGATION BOND FUNDS		43,871		73,744	7	GENERAL OBLIGATION BONDS		339,123		340,646
8	REVENUE BOND FUNDS		47,150		46,956						
9	BOND DEBT SERVICE FUNDS		22,657		24,812	OTHER LIABILITIES					
10	OTHER ASSETS LIMITED AS TO USE		15,536		15,427	10	NET PENSION LIABILITY		43,568		61,754
11	TOTAL ASSETS LIMITED AS TO USE		<u>298,723</u>		<u>302,094</u>	11	WORKERS' COMP		9,004		8,671
						12	SUPPLEMENTAL MEDICAL RETIREMENT		42,848		41,235
13	OTHER ASSETS		164,223		156,106						
14	NET PROPERTY, PLANT & EQUIPMENT		689,407		668,477	14	NET POSITION		481,316		465,268
15	TOTAL ASSETS	\$	<u>1,240,934</u>	\$	<u>1,244,745</u>	15	TOTAL LIABILITIES AND NET POSITION	\$	<u>1,261,465</u>	\$	<u>1,269,431</u>
16	DEFERRED OUTFLOWS		26,286		33,232	16	DEFERRED INFLOWS		5,755		8,546
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$	<u>1,267,220</u>	\$	<u>1,277,977</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$	<u>1,267,220</u>	\$	<u>1,277,977</u>



**WASHINGTON HOSPITAL
OPERATING INDICATORS**
December 2017

12 MONTH AVERAGE	December						YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
	<u>PATIENTS IN HOSPITAL</u>										
170.3	168.5	172.3	(3.8)	-2%	1	ADULT & PEDS AVERAGE DAILY CENSUS	156.1	156.5	(0.4)	0%	
5.1	4.0	6.0	(2.0)	-33%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	4.4	6.6	(2.2)	-33%	
9.9	10.4	10.5	(0.1)	-1%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	9.8	11.0	(1.2)	-11%	
185.3	182.9	188.8	(5.9)	-3%	4	TOTAL	170.3	174.1	(3.8)	-2%	
4.0	2.2	4.7	(2.5)	-53%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.1	4.6	(0.5)	-11%	
5,176	5,225	5,341	(116)	-2%	6	ADULT & PEDS PATIENT DAYS	28,714	28,799	(85)	0%	
1,055	1,067	1,076	(9)	-1%	7	ADMISSIONS-ADULTS & PEDS	6,163	5,801	362	6%	
4.84	4.68	4.96	(0.28)	-6%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.55	4.96	(0.41)	-8%	
	<u>OTHER KEY UTILIZATION STATISTICS</u>										
1.515	1.513	1.531	(0.018)	-1%	9	OVERALL CASE MIX INDEX (CMI)	1.497	1.531	(0.034)	-2%	
	<u>SURGICAL CASES</u>										
137	117	139	(22)	-16%	10	JOINT REPLACEMENT CASES	768	794	(26)	-3%	
26	32	23	9	39%	11	NEURO SURGICAL CASES	157	149	8	5%	
11	7	6	1	17%	12	CARDIAC SURGICAL CASES	59	63	(4)	-6%	
187	197	206	(9)	-4%	13	GENERAL SURGICAL CASES	1,065	1,198	(133)	-11%	
361	353	374	(21)	-6%	14	TOTAL SURGICAL CASES	2,049	2,204	(155)	-7%	
351	336	333	3	1%	15	TOTAL CATH LAB PROCEDURES	1,987	1,943	44	2%	
142	155	147	8	5%	16	DELIVERIES	868	912	(44)	-5%	
7,108	6,877	6,650	227	3%	17	OUTPATIENT VISITS	43,446	42,096	1,350	3%	
4,434	4,568	4,574	(6)	0%	18	EMERGENCY VISITS	25,789	26,218	(429)	-2%	
	<u>LABOR INDICATORS</u>										
1,259.2	1,196.3	1,290.3	94.0	7%	19	PRODUCTIVE FTE'S	1,234.1	1,237.3	3.2	0%	
177.9	257.7	231.7	(26.0)	-11%	20	NON PRODUCTIVE FTE'S	192.7	193.7	1.0	1%	
1,437.1	1,454.0	1,522.0	68.0	4%	21	TOTAL FTE'S	1,426.8	1,431.0	4.2	0%	
5.62	5.43	5.58	0.15	3%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.94	5.78	(0.16)	-3%	
6.43	6.59	6.58	(0.01)	0%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.87	6.69	(0.18)	-3%	

* included in Adult and Peds Average Daily Census



Washington Hospital
Healthcare System

S I N C E 1 9 4 8

Memorandum

DATE: January 12, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Kimberly Hartz, Sr. Associate Administrator, Ambulatory Care Services
Tina Nunez, Associate Administrator, Ambulatory Care Services

SUBJECT: **Approval of the Microscan Project**

We are recommending moving forward with the approval of the Microscan project. The current Microscan is 9 years old and past its useful life. The company has deemed our current model to be obsolete. We are experiencing a number of service issues including increased downtime of the equipment which results in longer turnaround time of patient results. The project implementation will be approximately three months and will entail the purchase of the equipment, testing and validation of the equipment and interface of the results into EPIC.

The Microscan is used in the laboratory for bacterial identification and susceptibility testing to antibiotics. This is the 4th generation rapid test system that further simplifies workflow and lessens the technologist's manual intervention in the identification and susceptibility testing of microorganisms responsible for infection. It also detects emergent resistance of staphylococcal bacteria to antibiotics.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of the Microscan for an amount not to exceed \$195,645.51. This item was included in the Fiscal Year 2017/18 Fixed Asset Capital Budget.



Memorandum

DATE: January 10, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Stephanie Williams, Associate Administrator and Chief Nursing Officer

SUBJECT: CAPITAL EQUIPMENT – TRITON MOBILE PLATFORM

Triton is a mobile platform that provides accurate, real-time monitoring of surgical blood loss. The Triton platform uses an iPad interface and requires minimal training and integrates quickly into clinical workflow. The platform rapidly quantifies blood loss on surgical surfaces and in blood-bearing suction system within seconds. This allows for real time blood loss information to help inform clinical care which in turn could lead to improved patient outcomes.

This technology will allow the OB department to complete one of the last measures for the OB Bundle metric for PRIME for OB hemorrhage safety. Therefore, I am recommending the Triton mobile platform be purchased as Capital equipment for our OB department. This was not originally budgeted and will be covered through PRIME funds. The total cost for this mobile platform shall not exceed \$32,000.

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 above item.



Memorandum

DATE: January 16, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Ed Fayen, Associate Administrator of Operations and Support
John Lee, Chief Information Officer

SUBJECT: CIRIUS Group Billing Software

Cirius Group is the electronic billing software for the hospital and professional claims. This software receives claims information from EPIC systems, and electronically edits and transmits claims to all payors. After claims adjudication, Cirius Group receives Electronic Remittance Advices for electronic filing into EPIC.

This software also allows querying claims status, accelerates secondary insurance billing, and provides Medicare eligibility status.

This software has not been upgraded since 2007 and will no longer be supported later this year. New features include improvements in electronic connectivity to payors, claim edits, and electronic security.

Funds for this upgrade are included in the Fiscal Year Capital Budget.

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 implementation services, for a total amount not to exceed **\$50,820.00**.



Memorandum

DATE: January 19, 2018

TO: Nancy Farber, Chief Executive Officer

FROM: Ed Fayen, Senior Associate Administrator of Operations and Support
John Lee, Chief Information Officer

SUBJECT: Epic Bed Planning, Transport and EVS Module

Currently, the Inpatient Units, Bed Placement Coordinator and House Supervisor are tracking the movement of patients via a printed census. A printed census will not accurately state where the patient location is in real time. Transport and Environmental Services are notified via phone when to move patients or clean a room. Accurate statistics for timing of patient disposition or movement are not being captured.

Metrics will now be able to be measured when utilizing the Bed Planning, Transport and the EVS module. This will assist in reducing wait times for admit orders placed. A Bed Placement Coordinator can “click” on the patient in the Bed Planning module and it will take them directly to the chart and eliminate the need for making a phone call and interrupting clinical staff. The Bed Placement Coordinator can see if EVS has cleaned a needed bed or when EVS has started cleaning the room. The Bed Placement Coordinator can then submit a transport request to the room that will become available. When inpatients are sent to other departments for diagnostic services, the Patient Location Tracker indicates when the patient left and returned based on the Transport module activity.

Overall, bed movement will be accurately tracked throughout the entire admission resulting in reduced wait times, accurate metrics and more efficient bed turnaround.

We calculated the hospital’s costs to develop and implement the Bed Planning, Transport and EVS module to be \$308,169 which was budgeted and in the FY18 capital budget.

The project will take approximately 6 months to fully complete and will be performed using internal and external labor.

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 **\$308,169**.

RESOLUTION 1185

The Board of Directors of Washington Township Health Care District, County of Alameda, State of California, do hereby resolve as follows:

Attached hereto and incorporated herein are the tentative agreements to be incorporated inside a **Memorandum of Understanding** by and between the designated representative of Washington Hospital, that being the Chief Executive Officer, and the **Engineers and Scientists of California, Local 20, IFPTE, AFL/CIO & CLC**, hereinafter called **Local 20**, a recognized majority representative under the terms of Board Resolution 331A.

The terms and conditions of the attached Memorandum are hereby implemented in their entirety effective on the various dates specified with the Memorandum.

Passed and adopted by the Board of Directors of Washington Township Health Care District this **14th** day of **February, 2018**, by the following vote:

AYES: Wallace, Stewart, Eapen, Nicholson

NOES:

ABSENT: Danielson

Michael J. Wallace
President
Washington Township Healthcare District
Board of Directors

William F. Nicholson, MD
Secretary
Washington Township Healthcare District
Board of Directors