

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, April 12, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson 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: William Nicholson, MD; Bernard Stewart, DDS; Michael Wallace, Patricia Danielson, RHIT, Jacob Eapen, MD. Directors absent:

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, Bettina Kurkjian MD, Bogdan Eftimie MD

Nancy Farber, Chief Executive Officer, introduced Bogdan Eftimie, MD to present the education session: Our Genes, Our Fate. Dr. Eftimie is the co-medical director of our new UCSF-Washington Cancer Center.

*EDUCATION SESSION:
Our Genes, Our Fate*

Dr. Eftimie talked about the five “hot spots” in the world where the average lifespan is ten years longer than expected. He reviewed the “Power 9” principles from the people who have lived the longest: Downshift, Purpose, Plant Slant, Wine @ Five, Family First, 80% Rule, Move Naturally, Right Tribe, and Belong. The molecular nature of telomeres was discussed as well as the association between telomere length in blood and mortality in people aged 60 years or older. The relationship between telomere length and the risk of incident cancer and cancer mortality was explained.

Dr. Eftimie proceeded to talk about the effects of diet and lifestyle choices on health and disease, specifically the Ornish Lifestyle Medicine: What you eat, How you manage stress, How much you move, and How much love and support you have. Lifestyle changes lead to an increase in telomeres and Dr. Eftimie talked about the effect of comprehensive lifestyle changes on telomerase activity and telomere length in men with biopsy-proven low-risk prostate cancer and the study conducted. He also talked about a similar study on the power of exercise conducted on post-menopausal women. Dr. Eftimie discussed turning on “good genes” and turning off the bad ones and the cellular changes in response to lifestyle modifications.

Dr. Eftimie summarized by stating that certain lifestyle changes (more plant-based diet, more physical movement, decreased stress, belonging, the pursuit of happiness) lead to a slow-down in the shortening of telomeres, and increase in telomerase activity, reversal of epigenetic changes through the use of plant based phytochemicals, and changes in gene expression profile. This results in a healthier, longer and more meaningful life.

Director Wallace moved for approval of the minutes of March 8, 20, 22, and 27, 2017.

*APPROVAL OF
MINUTES OF March 8,
20, 22, and 27, 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 March 27, 2017 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Anwar, Temoor MD; Chetty, Shilpa MD; Chyu, Jacquelyn MD; Fields, James MD; Luo, Cindy PA-C; Mansouri, Jelriza MD; Sheh, Bryant MD

Temporary Privileges:

Anwar, Temoor MD; Chyu, Jacquelyn MD; Lee, David MD; Luo, Cindy PA-C; Mansouri, Jelriza MD

Reappointments:

Ahmadi, Ebrahim MD; Barash, Muni MD; Meceda, Victor MD; Patel, Neeta MD; Pipkin, Robert MD; Reddy, Aruna MD; Shoo, Brenda MD; Singh, Charan MD; Tandon, Meena MD; Tylor, Dale MD; Zammuto, Joseph DO; Zasslow, Milford MD

Transfer in Staff

Ahmadi, Ebrahim MD; Lee, David MD; Zammuto, Joseph MD

Completion of Proctoring & Advancement in Staff Category

Rostami, Nahid MD

Completion of Proctoring Prior to Eligibility & Advancement in Staff Category

Woomer, Bethany MD

New Privilege Requests

Lee, David MD

Withdrawal of Application

Ninichuck, Joshua PA-C; Warr, Alyssa PA-C

Resignations

Aliabadi, Samira MD; Ashouri, Judith MD; Bonilla, Hector MD; Lusk, Leslie MD

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

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.

Debbie Jackson, Service League, presented the Service League Report. The Service League is hosting the Masquerade Jewelry Sale May 1st, 2nd, and 3rd at Washington West. The Gift Shop is receiving new merchandise for Spring and Summer and items are being put out as they arrive. The Service League has been working on a new staffing assignment to support the hospital during high census. They are also working to staff the Infusion Center more regularly.

*SERVICE LEAGUE
REPORT*

The Foundation Quarterly meeting was held April 6th.

Dr. Kranthi Achanta reported there are 594 Medical Staff members which includes 349 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

On Saturday, March 11th, from 10 am to 1 pm, Washington Hospital hosted Stroke Awareness Day. This free event screened community members for carotid artery blockage, atrial fibrillation as well as cholesterol, glucose and blood pressure screenings. The event was staffed by Dr. Ash Jain, cardiologist, who provided results interpretation along with Washington Hospital personnel. Volunteers from San Jose State School of Nursing and the Washington Hospital Service League also assisted to make this event a success. This event was co-sponsored by Fremont Bank Foundation. 88 community members were screened

On Monday, March 13th, as part of the Speaker's Bureau program, Maggie Guting, RD, presented "Nutrition and Cooking for Brain Health" to Fremont, Union City and Newark Senior Commissioners at the Newark Senior Center. 32 people attended.

On Tuesday, March 21st, Vijaya Dudyala, internal medicine, presented "Strategies to Help Lower Your Cholesterol and Blood Pressure." 45 people attended.

On Tuesday, April 11th, Washington Hospital hosted a seminar for community physicians focused on the new cancer collaboration between Washington and UCSF Health. This event was an opportunity to celebrate the opening of the UCSF-Washington Cancer Center, which is located on the Washington Hospital campus. The Center's Medical co-Directors are hematologists/oncologists Bogdan Eftimie and David Lee, who are providing medical oncology patients with access to the latest technology, treatment and research right in the community. At the seminar, UCSF Helen Diller Family Comprehensive Cancer Center's president, Alan Ashworth, talked about "The Future of Oncology, the Impact of Precision Medicine."

Upcoming Health Promotions & Community Outreach Events

On Thursday, April 13th, from 3 to 5 pm, Sharmi Mukherjee, physical therapist, will present "Balance and Falls Prevention."

On Thursday, April 20th, from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Difficult Conversations: Tips How on to Talk to Your Healthcare Provider."

On Wednesday, April 26th, from 1 to 3 pm, Dr. Stacey Barrie, gynecologist, will present "Solutions for Weight Management."

On Saturday April 29th from 10 am to 2 pm, Washington Hospital will host the 11th Annual Women's Health Conference. This event will feature topics such as nutrition, heart health and the benefits of meditation in addition to a special presentation by Leslie D. Michelson, author of The Patient's Playbook, who will be sharing lifesaving strategies and decision-making tools that patients and family members can use to become savvy health care consumers.

On Tuesday, May 2nd, from 6 to 8 p.m., as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Melissa Reyes, RN, will present, "Stroke Prevention and Other Disease Processes / Healthy Lifestyle Be Smart and Avoid Stroke"

On Thursday, May 4th, from 3 to 5 pm, Dr. Vandana Sharma, oncologist, will present "Early Detection and Prevention of Female Cancers."

Also on Thursday, May 4th, Washington Sports Medicine will provide athletic trainers and host a first aid booth at the Special Olympics basketball tournament at James Logan High School in Union City.

Next on Thursday, May 4th, from 7 to 8 pm, as part of the Diabetes Matters Series, Ploomie Granada, RN, will present, "Insulin: Why I May Need It? "

On Thursday, May 11th from 7 to 8:30 pm, Washington Hospital will host "Celebration of Life". This event will feature stories of survival and hope for cancer survivors and their families.

The event is co-sponsored by Washington Hospital, HERS Breast Cancer Foundation, Palo Alto Medical Foundation, and the American Cancer Society.

Washington Hospital Healthcare Foundation

The Washington Hospital Healthcare Foundation's annual golf tournament takes place in just a couple of weeks, on Monday, April 24th, at Castlewood Country Club. Held in memory of long-time Fremont businessman, Gene Angelo Pessagno, the tournament promises a day of great golf and fun surprises. Proceeds from the event will support surgical services at Washington Hospital.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

Washington Township Healthcare District Board of Directors Report

Washington Township Healthcare District Board Members attended the Alameda County Special Districts Association's annual dinner on March 23rd, the Friends of Scouting Kick-Off Breakfast on March 24th and the Indo-American Community

*WASHINGTON
TOWNSHIP
HEALTHCARE
DISTRICT:
Board of Directors Report*

Federation's Unity Dinner also on March 24th.

Board members also attended the Fremont Chamber of Commerce's State of the city Address, delivered by the Honorable Lily Mei, Mayor of Fremont, on March 31st and the Music at the Mission's Celtic Odyssey Gala on April 7th.

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

During the month of March, 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. also conducted hearing and vision screenings for 119 students of the Fremont Unified School District State Preschool Program.

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of March was 155.

Internet and Social Media Marketing

There were 41,667 visits to the hospital website in the month of March. The hospital's Employment section was the most viewed webpage with 50,438 page views, followed by the Programs & Services section with 21,559 page views and the About WHHS section with 20,839 page views. The Volunteers section had 5,430 page views and the Women's Health & Pregnancy section had 3,152 page views.

The Hospital's social media presence is measured through total reach and engagement stats. The total reach for the month of March was 53,707.

InHealth - Channel 78

During the month of March, Washington Hospital's cable channel 78, InHealth, captured new programming including two Health and Wellness programs called "Digestive Health: What You Need to Know" and "Strategies to Help Lower Your Cholesterol."

In addition, InHealth aired the March District Board of Directors meeting; two Diabetes Matter programs titled "Managing Your Time with Diabetes" and "Hypoglycemia;" two Health and Wellness Programs titled "Mindful Healing" and "Obesity: Understand the Causes, Consequences & Prevention;" a Sports Medicine program named "Nutrition & Athletic Performance."

Awards and Recognitions

The City of Fremont awarded a certificate of appreciation to Washington Hospital in recognition for its commitment to the environment through the Hospital's Composting for Business food scrap recycling program. Most of the food scraps from the Hospital are produced during the preparation of food in the cafeteria. In 2016, Food and Nutritional Services Department composted nearly 86 tons of food scraps.

Washington Hospital celebrated National Doctor's Day on Friday, March 21st by

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

*HOSPITAL
CALENDAR:
Internet and Social
Media Marketing*

*HOSPITAL
CALENDAR:
InHealth*

*HOSPITAL
CALENDAR:
Awards & Recognitions*

HOSPITAL

hosting a luncheon for members of the Washington Hospital medical staff in the Anderson Auditorium. The event was the organization's way to recognize physicians for their service and commitment to their patient's health and well-being. Approximately 130 physicians attended the event.

*CALENDAR:
Additional Events &
Announcements*

Our Critical Care Units have been participating in a national collaborative sponsored by the Society for Critical Care Medicine and the Moore Foundation since the Fall of 2015. The collaborative has focused on application of the ABCDEF Bundle as a method to help hospitals "get better outcomes for patients". There have been 67 adult critical care units and 8 pediatric critical care units working together, divided into East Coast, Midwest and West Coast groups. On April 11th Washington Hospital had the honor of hosting the West Coast participants in their final meeting. Representatives from 21 of the 23 hospitals in our region were able to attend, coming from California, Oregon, Washington and Hawaii. To briefly review the ABCDEF Bundle, it includes the following elements:

- A – Assess, Prevent and Manage Pain
- B – Both Spontaneous Awakening Trials and Spontaneous Breathing Trials
- C – Choice of Analgesia and Sedation
- D – Delirium: Assess, Prevent and Manage
- E – Early Mobility and Exercise
- F – Family Engagement and Empowerment

These elements applied together, particularly for patients requiring mechanical ventilation, assist in decreasing patient's length of ICU and hospital stay. More importantly however, application of the bundle improves patient's quality of life after discharge.

As part of the celebration, the ABCDEF Bundle compliance and performance data was reviewed and awards presented. The Washington Hospital critical care team received two awards. The first award was for their work around the Early Mobility and Exercise bundle element, and the second was for being the Top Community Hospital performer in the West Coast group. The Critical Care Team will be continuing use of the ABCDEF Bundle in the care of our patients.

Employee of the Month

Decision Support Analyst, Nari Chavis, is April's Employee of the Month. Nari has been working at Washington Hospital for the past eight years. Working in the health care industry was an unexpected, positive experience. "What started as a temp job, led to a 20-year career," laughs Nari.

*HOSPITAL
CALENDAR:
Employee of the Month –
Nari Chavis*

Nari's attention to detail and expert technical skills are appreciated assets to the Finance team. He was instrumental in the installation of Stratajazz, the Hospital's new decision support and budget system. "Nari frequently assists his co-workers without being asked and will gladly volunteer if he is needed to support the team or special projects," says Director of Financial Planning and Analysis, Erica Nelson. "The department would not be the same without him."

Nari's team members appreciate his dedication to his job and the organization, noting that he is always willing to tackle a new request and assist where needed. "Working in Finance continually provides new challenges. It's exciting and rewarding. The people here are very friendly, which makes coming to work enjoyable," says Nari. "Receiving this award means a lot to me. Being recognized for your work is always good, and it felt great to hear the room cheer for me." When not working his analytical magic, Nari can be found kayaking at Quarry Lakes, cycling along the Alameda Creek Trail, relaxing in his backyard pool, or spending time with family. He and his wife Cnotra enjoy dinners out and spending time with their children.

Nancy Farber introduced Bettina Kurkjian, MD, Director of the Kaizen Promotion Office and Donald Pipkin, Chief of Strategic Management who presented the Lean Update. Dr. Kurkjian reviewed the Value Streams and Education by service line since 2015 and highlighted various successes including: Decreased staff walking distance when pulling case carts by 78% (Supply Chain); Reduced set-up time for OR case carts by 21% (Supply Chain); Medication preparation efficiency increase by 57% (Inpatient 4W); RN shift-to-shift hand off time reduced from 30 minutes to 10 minutes (Inpatient 4W); Fast Track patient is accurately designated 100% of the time (ED); Patient discharge time from main ED faster by 1.35 hours (ED); Returned billing statements defects reduced by 61% (Revenue Cycle); Software defects related to HIM coding reduced by 78% (Revenue Cycle); Created serious adverse event algorithm (Patient Safety); Decreased time to obtain general surgery appointment by 54% from 15 days to 7 days (Women's Center); Decreased number of trips to central supply for out of stock items by 63% (Imaging). Mr. Pipkin talked about the development of a new tool designed to measure the Return on Kaizen (ROK). It was noted that eighteen workshops have been completed since July 2016 and 22 staff have been Lean certified.

*LEAN/KAIZAN
UPDATE
Lean Update March
2017*

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of HVAC registers, fire sprinklers, audio speaker cans, smoke detectors and lighting being installed in the grid ceiling on the ground floor; installation of elevators 1-4; steel supports of the elevator guide rails; low voltage cable installation on the first floor; wall painting in progress in the ED area; drywall progress on the second floor; the landscape garden area and electrical panels on the second floor; the atrium skylight scaffolding on the third floor; the elevator control room in the penthouse; and the surveying for change order #67 loading dock expansion.

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Core Measure Compliance Dashboard for the quarter ending December 31, 2016 comparing WHHS statistics to State and National benchmarks. Venous Thromboembolism: We were above the State and National benchmarks for all measures. Stroke: Our performance was better than State and National benchmarks with perfect compliance (100%). Central Line Associated Bloodstream Infections: Our infection rate was higher than expected. C-Difficile: We were lower than expected for two of the past six quarters. Catheter Associated Urinary Tract

*QUALITY REPORT:
Quality Dashboard –
Quarter Ending
December 2016*

Infections: We had more CAUTI events than expected. MRSA Bloodstream Infections: We had no MRSA Bloodstream infections. Hospital Acquired VRE Infections: We had no VRE infections. Surgical Site Infections: We had no infections following colon surgery or abdominal hysterectomy surgery, which was below the expected number of infections.

Ms. Bowron reported that our pressure ulcer prevalence was below the CalNOC benchmark; our fall rate was lower than the CalNOC benchmark. We had one moderate fall with injury which resulted in a fall rate slightly above the CalNOC benchmark for the quarter.

The National Patient Safety Goals were reviewed. The Hand Off Communication was better than the Joint Commission Goal of 90% for the last quarter, as well as over the past two years. Patient Identification was at 100% in the last quarter. The Procedure Time Out was slightly below the goal of 100% compliance. Hand Hygiene was at 97.9% and it was noted that since implementation of this tool in 2014, we have consistently performed better than goal.

We had a higher percent of 30-day medicare pneumonia readmissions compared to the CMS national benchmark (21.4% versus 17.1%) as well as 30-day CHF readmissions (36.7% versus 21.9%). Our 30-day readmission rate for AMI discharges was also higher than the CMS benchmark (21.1% versus 16.8%).

Chris Henry, Chief Financial Officer, presented the Finance Report for February 2017. The average daily census was 200.6 with admissions of 1,006 resulting in 5,616 patient days. Outpatient observation equivalent days were 159. The average length of stay was 5.46 days. The case mix index was 1.540. Deliveries were 120. Surgical cases were 345. Joint Replacement cases were 143. Neurosurgical cases were 17. Cardiac Surgical cases were 18. The Outpatient visits were 6,322 and Emergency visits were 4,188. Total productive FTEs were 1,467.2. FTEs per adjusted occupied bed were 5.69.

FINANCE REPORT

Nancy Farber presented the Hospital Operations Report for March 2017. Preliminary information indicated gross revenue for the month of March at approximately \$199,061,000. The Average Length of Stay of 5.62 and there were 6,033 patient days. There were 413 Surgical Cases and 445 Cath Lab procedures at the Hospital. Deliveries for February were 146. Non-Emergency Outpatient visits were 7,749. FTEs per Adjusted Occupied Bed were 5.70. The Washington Outpatient Surgery Center had 520 cases and the clinics saw approximately 4,079 patients.

*HOSPITAL
OPERATIONS REPORT*

In accordance with District Law, Policies and Procedures, Director Wallace moved that the Board of Directors approve the establishment of the Debt Issuance Policy to provide guidelines and procedures for the issuance of debt obligations of the District and to authorize the Chief Executive Officer and the Chief Financial Officer to take such actions as may be necessary to ensure that the District complies with its internal control procedures, which are consistent with the requirements of State law, to ensure that the proceeds of any debt issuance are directed to the intended use.

*APPROVAL OF DEBT
ISSUANCE POLICY*

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.

In accordance with District Law, Policies and Procedures, Director Wallace moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of hardware, software, and implementation services for a Continuous Interface to Cadwell EEG for a total amount not to exceed \$31,343.

*APPROVAL OF
CONTINUOUS
INTERFACE TO
CADWELL EEG*

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.

In accordance with District Law, Policies and Procedures, Director Wallace moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of hardware, software, and implementation services for Intellispace Perinatal upgrade, SABA Cloud Learning Management System upgrade, MIDAS Plus and Statit Reporting upgrades, and 3M Chartscript update for a total amount not to exceed \$512,806.

*APPROVAL OF
IT APPLICATION
UPGRADES*

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.

In accordance with District Law, Policies and Procedures, Director Wallace moved that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of eight Laundry Carts for a total amount not to exceed \$68,461.67.

*APPROVAL OF
LAUNDRY CARTS*

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.

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 8:28 pm 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 Wallace moved that the Board of Directors accept by minute motion the bid received from City Building, Inc. for the Prenatal Diagnostic Clinic Project for an amount not to exceed \$536,390. In addition, Director Wallace moved that the Board increase the construction budget for this project by \$170,000 and direct the Chief Executive Officer to execute the contractual documents necessary to complete this project.

APPROVAL OF BIDS FOR THE PRENATAL DIAGNOSTIC CLINIC PROJECT

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

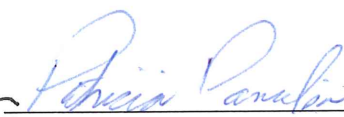
The motion unanimously carried.

There being no further business, Director Nicholson adjourned the meeting at 8:29 pm.

ADJOURNMENT



William Nicholson, MD
President



Patricia Danielson, RHIT
Secretary