



# 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, July 9, 2014 – 6:00 P.M.  
Conrad E. Anderson, MD Auditorium

### AGENDA

**I. CALL TO ORDER &  
PLEDGE OF ALLEGIANCE**

**PRESENTED BY:**

Bernard Stewart, DDS  
Board Member

**II. ROLL CALL**

Catherine Bartling  
District Clerk

**III. EDUCATION SESSION:**

Heart Association Stroke Award

Doug Van Houten, RN

Medical Injury Compensation Reform Act (MICRA)

Albert Brooks, MD  
Chief of Medical Services

Donald Pipkin  
Assistant Chief of Strategic  
Management

Christopher Brown  
Director of Media Relations &  
Integrated Marketing

**IV. CONSIDERATION OF MINUTES**

*Motion Required*

June 11, 16, 23, and 25, 2014

**V. COMMUNICATIONS**

- A. Oral
- B. Written

From Peter Lunny, MD, Chief of Staff,  
dated June 23, 2014 requesting approval  
of Medical Staff Credentialing Action Items

*Motion Required*

**VI. INFORMATION**

- A. Service League Report

**PRESENTED BY:**

Gail Tomita  
Service League President

- B. Medical Staff Report

Peter Lunny, MD  
Chief of Staff

- C. Hospital Calendar

Nancy Farber  
Chief Executive Officer

- D. Construction Report

Ed Fayen, Senior Associate  
Administrator

- E. Quality Report

The Joint Commission Targeted Solutions  
Tool (TST) for Hand Hygiene

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

- F. Finance Report

Chris Henry  
Chief Financial Officer

- G. Hospital Operations Report

Nancy Farber  
Chief Executive Officer

**VII. ACTION**

- A. Consideration of Medical Staff Proposed  
Pediatric Surgery Privileges

Patricia Danielson, RHIT  
Board Member

- B. Consideration of Emergency Repairs of the  
Clinical Lab's Air Conditioning System

**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. HUMAN RESOURCES  
Discussion of Human Resources Matter, pursuant to California Government Code Section 54956.
- B. RISK MANAGEMENT  
Conference regarding Risk Management Matters, pursuant to Health & Safety Code Section 32155. Discussion of Claims Liabilities pending and anticipated litigation, pursuant to Government Code Section 54956.
- C. STRATEGIC PLANNING  
Discussion of Hospital Trade Secrets applicable to institution of new hospital services and facilities. No action will be taken, pursuant to Health & Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h). Likely date of release of information to be public: January 2015
- D. EMERGENCY ITEMS  
Emergency situations may be discussed in Closed Session if agreed to by a 2/3 vote of the members of the Board present, or by a unanimous vote of the Board members present, pursuant to California Government Code Sections 54956.6 and 54957(a).

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

Bernard Stewart, DDS  
Board Member

**X. ADJOURNMENT**

Bernard Stewart, DDS  
Board Member

<p>A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 11, 2014 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Stewart called the meeting to order at 6:02 p.m. and led those present in the Pledge of Allegiance.</p>	<p><i>CALL TO ORDER</i></p>
<p>Roll call was taken. Directors present: Bernard Stewart, DDS, William Nicholson, MD, Patricia Danielson, RHIT, Jacob Eapen, MD, Michael Wallace</p>	<p><i>ROLL CALL</i></p>
<p>Also present: Nancy Farber, Chief Executive Officer, Peter Lunny, Chief of Medical Staff, Jose Aguirre, Service League 1<sup>st</sup> Vice President, Christine Nguyen-Flores, Executive Assistant</p>	
<p>Guests: Kimberly Hartz, Ed Fayen, Chris Henry, Bryant Welch, Stephanie Williams, Tina Nunez, Janice Stewart, Kristin Ferguson, Larry Bowen, Kent Joraanstad, David Hayne, Vera Teyrovsky, Chris Brown, Donald Pipkin, Albert Brooks, MD, Mary Bowron, Ruth Traylor, Kathy Hunt, Nicholas Legge, Mark Chatman, Bill Emberley, Susan Allen</p>	
<p>Ms. Farber introduced Chris Henry, Chief Financial Officer and Donald Pipkin, Assistant Chief of Strategic Management. Ms. Farber presented Changing Realities in Hospital Finance and introduced Chris Henry, Chief Financial Officer and Donald Pipkin, Assistant Chief of Strategic Management. Ms. Farber noted the objective is to develop a common understanding of a problem that every Hospital in the country faces in the wake of the Affordable Care Act.</p> <p>Mr. Pipkin discussed the environment in which healthcare providers are currently operating by looking at the National Environment, State Environment, Response Examples &amp; Impact, and New Reality and WHHS Figures. The most visible component of the National Healthcare Environment is the Affordable Care Act. There are certain components that have been implemented which include: individual mandate that required individuals to have health insurance, insurance exchanges, dependent coverage to age 26, pre-existing condition exclusion, electronic health record mandate, and increased access to Medicaid. The Federal payment reforms for hospitals have not been delayed and are continuing to see downward pressures on reimbursement. Mr. Pipkin reported the implementation of Covered California noting the declining of Medi-Cal Reimbursement Rates, employers continuing to shift health care expenses to their employees, Commercial payors following the lead of Centers for Medicare and Medicaid Services (CMS) are exploring new payment models, with downward pressure on reimbursements including Accountable Care organizations, pricing transparency, narrowly defined networks, and at-risk contracting.</p> <p>Mr. Henry reported on Value-Based Purchasing Adjustment noting the CMS initiative intended to provide incentive payments, based on the quality of care provided to Medicare patients. This is determined by scoring three sets of measures which include process measures, patient satisfaction measures, and mortality rates. Mr. Henry continued by sharing the Hospital Readmission Adjustment established by the Affordable Care Act. This reduces payments to hospitals with higher readmission rates (within 30 days of discharge) for Medicare patients with specific conditions which include Acute Myocardial Infarction, Health Failure, and Pneumonia for 2014 and in 2015 additional conditions will be added which include Chronic Obstructive Pulmonary Disease and Total Hip and Knee Arthroplasty.</p>	<p><i>EDUCATION SESSION: Changing Realities in Hospital Finance</i></p>

<p>Director Danielson moved for approval of the minutes of May 14, 19, 27, and 28, 2014. Director Nicholson seconded the motion. Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart, DDS - aye William Nicholson, MD - aye Patricia Danielson, RHIT - aye Jacob Eapen, MD – aye Michael Wallace – aye</p> <p>The motion unanimously carried.</p>	<p><i>APPROVAL OF MINUTES OF MAY 14, 19, 27, AND 28, 2014</i></p>
<p>There were no oral communications.</p>	<p><i>COMMUNICATIONS ORAL</i></p>
<p>The following written communication was received from Peter Lunny, M.D., Chief of Staff, dated May 27, 2014, requesting approval of Medical Staff Credentialing Action Items as follows:</p> <p><u>Appointments:</u> Carpenter, Christopher, MD; Cayetano, Jacqueline, PA-C; Depper, Julie, PA-C; Henderson, Gavin, MD</p> <p><u>Reappointments:</u> Barzin, Ario, MD; Brooks, Rona, MD ; Chen, Fulton S., MD; El-Sayed, Yasser Y., MD; Haws, Kelly K., PA-C; Henstorf, Jan E., MD; Jeffrey, Keith A., PA-C; Jiang, Lei, PA-C; Krishnan, Savitha, MD; Kumar, Pradeep, MD; Mark, Nancy H., MD; Okamoto, Eric, MD; Rodwell, Graham E., MD; Romano, John A., MD; Rose, Barry A., MD; Sah, Alexander P., MD; Wadhvani, Rita R., MD; Wong, Christina, MD</p> <p><u>Conditional Reappointment – One Year Approval:</u> Ali, Zulfiqar, MD and Multani, Jasbir K. (“Jenny”), MD</p> <p><u>Non-Reappointments – Deemed to have Resigned:</u> Klees, Stephanie A., MD</p> <p><u>Resignations:</u> Lai, Jennifer W., M.D; Narla, Rajender, R., M.D; Rema, Kuttancheri V., MD</p> <p>Director Wallace moved for approval of the credentialing action items. Director Nicholson seconded the motion. Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart, DDS - aye William Nicholson, MD - aye Patricia Danielson, RHIT - aye Jacob Eapen, MD – aye Michael Wallace – aye</p> <p>The motion unanimously carried.</p>	<p><i>COMMUNICATIONS WRITTEN</i></p>

<p>Gail Tomita, Service League President presented the Service League Report. Ms. Tomita shared the ladies of the quilting group Nimble Thimbles once again provided quilts for the babies in Special Care Nursery. The volunteers made kimonos and fleece blankets for the nursery. Ms. Tomita brought samples of the blankets and kimonos to share with the Board.</p>	<p><i>SERVICE LEAGUE REPORT</i></p>
<p>Dr. Lunny reported there are 502 Medical Staff members.</p>	<p><i>MEDICAL STAFF REPORT</i></p>
<p><b><u>The Hospital Calendar video highlighted the following events:</u></b></p> <p>On May 20th, best-selling author and speaker, Marcus Engle presented to the physicians, employees and volunteers on his story of recovery after being blinded and catastrophically injured by a drunk driver. Speaking about his book “The Other End of the Stethoscope” he shared insights to assist all healthcare providers to provide excellent patient care; over 150 people attended.</p> <p>On May 21st, Dr. Kadeer Halimi, emergency room physician and Dr. Daniel Sweeney, intensivists, presented “Don’t Let Severe Infection Take Over Your Body!” Katie Choy, R.N. moderated the program; 33 people attended.</p> <p>On May 28th, Kristi Caracappa, Health Insurance Information Service Coordinator, presented to the Better Breathers on Medicare and Durable Medical Equipment. Information was also provided on Advanced Health Care Directives and POLST forms, which stands for (physician orders for life sustaining treatment); 35 People attended</p> <p>On June 3rd, Washington Hospital held a Rose Garden Remembrance. The event provided an opportunity for the Hospital community to remember those who have passed away while serving as Washington Hospital employees, physicians, volunteers or Board members. Employees Nancy Jo Edwards and Cindy McIntosh were remembered at the June 3rd event. Michelle Hedding, Spiritual Care Coordinator, provided non-denominational reflections.</p> <p>On June 3rd, Dr. Ash Jain, cardiologist and Dr. John Thomas Mehigan, vascular surgeon, presented “Peripheral Vascular Disease: Learn Your risk for Heart Attack and Stroke”; 42 People attended.</p> <p>On June 5th, as part of the Diabetes Matters Program, Kimberlee Alvari, Registered Dietitian presented “Healthy or Hoax: Smart Food Choices”; 30 people attended</p> <p>On June 6th, Washington Hospital participated in the 4 Seasons of Health Senior Health Fair. This event featured more than 100 vendors providing information for seniors. Washington Hospital offered bone density screenings for osteoporosis and information on health insurance options; 83 bone density screenings were provided and over 500 people attended the event</p> <p>On June 7th as a follow up from the Peripheral Vascular Seminar, Dr. Ash Jain, cardiologist, Dr. John Thomas Mehigan, vascular surgeon, and Dr. Gabriel Herscu, Vascular Surgeon, screened for Peripheral Vascular Disease. This free screening</p>	<p><i>HOSPITAL CALENDAR: Community Outreach</i></p>

involved a Doppler study of the blood flow in peripheral limbs and provided information on whether a person may have Peripheral Vascular Disease. A total of 97 people were screened. Of the 97, 4 were found to have possible arterial disease and 15 were found to have other vascular issues requiring follow up.

**Upcoming Health Promotions & Community Outreach Events**

On Thursday, June 19th, from 12 noon to 2pm, Kristi Caracappa, Health Insurance Information Services Coordinator, will present on Medicare to the Seniors in Retirement (SIRS) group, at the Newark Pavilion.

On Saturday, June 21st, from 11am to 1:30 pm, Washington Hospital will participate in the Tropics Senior Health and Resource Fair. Information on nutrition and diabetes will be presented.

On Tuesday, July 1st, from 6 to 8pm, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist and Doug Van Houten, R.N., will present, "Introduction – Stroke" and "Risk Factors for Stroke."

The 2014 Central Park Summer Concert Series kicks off on Thursday, July 10th. Washington Hospital is the co-presenting sponsor. All concerts are held at the Central Park Performance Pavilion on Thursdays from 6:00 to 8:00 pm and are free and open to the public. Washington Hospital will be providing health information and health screenings during this 6-week concert series

On July 19th, Washington Hospital and the Taylor McAdam Bell Neurosciences Institute will host the Seventh Bay Area Symposium on Advances in Neurosciences. World-class neurologists, neurosurgeons, radiation oncologists and other health care professionals will be speaking at the Symposium. Nationally and internationally recognized experts will discuss a wide range of topics focused on neurological diseases, disorders, and treatment approaches. The Program Coordinators are Dr. Sandeep Kunwar, neurosurgeon, Dr. David Larson, Radiation Oncologist, and Dr. Moses Taghioff, neurosurgeon.

**Washington Hospital Healthcare Foundation Report**

On October 11, the Washington Hospital Healthcare Foundation will host the 28th annual Top Hat dinner dance. This year's gala will be co-chaired by Rod Silveira and Skip Turner, the owners of Professional Home Care Associates and Neurosport, and Dr. Jan Henstorf, Chief Medical Information Officer at Washington Hospital. The trustees of the Foundation have designated the proceeds from this year's Top Hat gala towards the Washington Special Care Nursery. This unit in the hospital cares for babies born prematurely or with life-threatening conditions. Funds from the gala will support patients' families and provide technology upgrades. At an event held on May 15 to celebrate Fremont Bank's 50th Anniversary, Washington Hospital Healthcare Foundation was the recipient of a \$10,000 unrestricted grant.

*HOSPITAL CALENDAR:  
Washington Hospital  
Foundation Report*

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

During the month of May, the Washington Hospital Employee Association participated in the Employee Health and Safety Fair which was held during hospital week. In addition, WHEA held their annual dues drive and signed up 10 WHEA new members. WHEA members have access to discounted tickets for local attractions such as sporting events and amusement parks. WHEA members also provide donations of time and goods to local charitable organizations.

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

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

During the month of May, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members at the Fremont Senior Center, Fremont Family Resource Center, Silliman Activity Center in Newark and the New Haven Adult School and Ruggeri Senior Center both located in Union City. Washington On Wheels provided occupational medical services including pulmonary function tests and ERT physicals to 10 employees at Excelitas Technologies. W.O.W. also provided tuberculosis screening for 15 employees of the Newark Unified School District.

*HOSPITAL CALENDAR:  
Washington On Wheels  
Mobile Health Van*

In June, Washington On Wheels began offering free blood sugar screenings for community members at all sites visited by W.O.W. These free screenings have been offered each summer since 2005 and provide an opportunity for the community to be screened for diabetes. Diabetes is a chronic disease that has no cure and can cause many serious complications such as eye disease, kidney failure, and nerve damage. Having diabetes significantly increases ones risk of stroke and heart disease.

**Internet Marketing**

There were over 41,490 visits to the hospital website in the month of May. The hospital's Physician Finder section was the most viewed webpage with 12,779 page views, followed by the Volunteers section with 10,119 and the Employment section with 9,666 page views. The About WHHS section had 7,439 views and the Women's Health and Pregnancy with 2,489.

*HOSPITAL CALENDAR:  
Internet Report*

**InHealth - Channel 78**

During the month of May, Washington Hospital's cable channel 78, InHealth, taped new programming including the May Board of Directors meeting, a Diabetes Matters Program titled "Insulin: Everything You Want to Know", two Health and Wellness Seminars "Do You Have Knee Pain? Learn the Latest Treatment Options," and "Don't Let Severe Infection Take Over Your Body" and a Healthy Knowledge at Noon seminar "Guilt Free Cinco de Mayo Cuisine". The following programs aired on InHealth in May, including "How Healthy Are Your Lungs", "Meatless Mondays", "Heart Disease and Diabetes", and "Acetaminophen Overuse Danger."

*HOSPITAL CALENDAR:  
InHealth*

**Employee of the Month**

Susana Aquino has been working at Washington Hospital for more than nine years. Susana was in the first group of 'Lift Team' members at Washington Hospital. She had extensive training from Nurse Educators and Physical Therapists on proper practice and importance of patient lift, repositioning and assisting. Susana is self-motivated and always willing to help.

*HOSPITAL CALENDAR:  
Employee of the Month -  
Susana Aquino*

<p>Ms. Farber introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented a construction update starting with the garage noting there is a meeting with the Planning Commission on Thursday, June 12<sup>th</sup> at the City of Fremont. The permit process is going through the city permitting department at the same time. In anticipation of the approvals, the bidding process for the parking garage has started.</p>	<p><i>CONSTRUCTION REPORT Construction Update</i></p>
<p>Nancy Farber introduced Kristin Ferguson, Chief of Compliance. Ms. Ferguson presented the Organ Donation Report and reported the California Transplant Donor Network is federally funded, designated, non-profit organ procurement organization and facilitates organ and tissue donation for transplantation. Ms. Ferguson noted one organ donor can save up to eight lives and one tissue donor can improve the lives of up to fifty individuals. Ms. Ferguson shared donations made by two individuals at Washington Hospital saved lives of nine individuals.</p>	<p><i>ORGAN DONOR NETWORK</i></p>
<p>Nancy Farber introduced Mary Bowron, Senior Director of Quality &amp; Resource Management. Ms. Bowron presented the Quality Dashboard – Quarter ending March 2014 reviewing the Core Measure Compliance that included myocardial infarction, heart failure, pneumonia, surgical care improvement project and hospital outpatient surgery. Ms. Bowron continued by discussing the infection prevention indicators and nurse sensitive indicator which include the IHI central line bundle compliance, ventilator associated events, pressure ulcer prevalence and falls per 1000 patients days. Ms. Bowron reported on the Joint Commission national patient safety goals and readmissions rates.</p>	<p><i>QUALITY REPORT Quality Dashboard – Quarter Ending 03/2014</i></p>
<p>Chris Henry, Chief Financial Officer, presented the Finance Report for April 2014. The average daily census was 152.8 with admissions of 882 resulting in 4,583 patient days. Outpatient observation equivalent days were 250. The average length of stay was 4.97 days. The case mix index was 1.537. Deliveries were 133. Surgical cases were 328. Joint Replacement cases were 108. Neurosurgical cases were 21. Cardiac Surgical cases were 9. The Outpatient visits were 7,586 and Emergency visits were 4,061. Total productive FTEs were 1,206.8. FTEs per adjusted occupied bed were 6.71.</p>	<p><i>FINANCE REPORT</i></p>
<p>Ms. Farber presented the Hospital Operations Report for May. There were 969 patient admissions with an average daily census of 154. This was lower than the budget of 988 admissions and 9.9% below the budgeted average daily census of 171. Preliminary information indicated inpatient revenue for the month of May at approximately \$119,600,000; 56.4% was Medicare and 19.7% was Medi-Cal, for a total of 76.1% in government program revenue. There were 159 deliveries in the Hospital resulting in 355 baby days. There were 339 surgical cases at the Hospital and 668 cases at the Outpatient Surgery Center. The Emergency Room saw 4,451 patients. The clinics saw approximately 3,848 patients. FTEs per Adjusted Occupied Bed were 6.54.</p>	<p><i>HOSPITAL OPERATIONS REPORT</i></p>

<p>In accordance with District Law, Policies and Procedures, Director Eapen moved the Chief Executive Officer be authorized to enter into the necessary contracts and proceed with the purchase and implementation of the Siemens Clinitek Atlas and interface for the Clinical Lab Department for a total amount not to exceed \$128,825.00. This purchase was included in the Fiscal Year 2014 Capital Budget. Director Danielson seconded the motion.</p> <p>Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart, DDS - aye          William Nicholson, MD - aye          Patricia Danielson, RHIT - aye          Jacob Eapen, MD – aye          Michael Wallace – aye</p> <p>The motion unanimously carried.</p>	<p><i>APPROVAL OF          URINALYSIS          INSTRUMENT WITH          AUTOMATED          MICROSCOPIC          ANALYZER</i></p>
<p>In accordance with section 9007 of the patient Protection and Affordable Care Act, Director Eapen moved for the adoption of the Community Health Needs Assessment implementation plan which is developed as a result of the 2013 Community Health Needs Assessment. Director Danielson seconded the motion.</p> <p>Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart, DDS - aye          William Nicholson, MD - aye          Patricia Danielson, RHIT - aye          Jacob Eapen, MD – aye          Michael Wallace – aye</p> <p>The motion unanimously carried.</p>	<p><i>APPROVAL OF          COMMUNITY HEALTH          NEEDS ASSESSMENT          2013 IMPLEMENTATION          PLAN</i></p>
<p>In accordance with Health &amp; Safety Code Sections 1461, 1462, and 32106 and Government Code Section 54954.6(h). Director Stewart adjourned the meeting to closed session at 8:32p.m. as the discussion pertained to Hospital trade secrets, human resources matters and risk management.</p>	<p><i>ADJOURN TO          CLOSED SESSION</i></p>
<p>Director Stewart reconvened the meeting to open session at 9:36p.m. and reported no action was taken in closed session.</p>	<p><i>RECONVENE TO OPEN          SESSION &amp; REPORT ON          CLOSED SESSION</i></p>
<p>There being no further business, Director Stewart adjourned the meeting at 9:37p.m.</p>	<p><i>ADJOURNMENT</i></p>
<p>_____          Bernard Stewart, DDS          President</p>	<p>_____          William Nicholson, MD          Secretary</p>

<p>A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 16, 2014 in the Boardroom, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Stewart called the meeting to order at 6:04 p.m. and led those present in the Pledge of Allegiance.</p>	<p><i>CALL TO ORDER</i></p>
<p>Roll call was taken. Directors present: Bernard Stewart, DDS; William Nicholson, MD; Patricia Danielson, RHIT; Jacob Eapen, MD; Michael Wallace.</p>	<p><i>ROLL CALL</i></p>
<p>Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior Associate Administrator; Ed Fayen, Senior Associate Administrator; Chris Henry, Associate Administrator; Stephanie Williams, Associate Administrator; Bryant Welch, Associate Administrator; Paul Kozachenko; Catherine Bartling, District Clerk.</p>	
<p>There were no oral or written communications.</p>	<p><i>COMMUNICATIONS</i></p>
<p>In accordance with Health &amp; Safety Code Sections 1461, 1462 and 32106 and Government Code Section 54954.5(h) Director Stewart adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.</p>	<p><i>ADJOURN TO CLOSED SESSION</i></p>
<p>Director Stewart reconvened the meeting to open session at 8:01 p.m. and reported no action was taken in closed session.</p>	<p><i>RECONVENE TO OPEN SESSION &amp; REPORT ON CLOSED SESSION</i></p>
<p>In accordance with District Law, Policies and Procedures, Director Eapen moved the Chief Executive Officer be authorized to enter into the necessary contracts and proceed with the purchase and installation of the Lloyd F. McKinney Associates, Inc., audiovisual equipment for the Anderson Auditorium conference rooms for an amount not to exceed \$327,912. This purchase was not included in the Fiscal Year 2014 Capital Budget. Director Danielson seconded the motion.</p> <p>Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart - Aye  William Nicholson, MD - Aye  Patricia Danielson, RHIT - Aye  Jacob Eapen, MD - Aye  Michael Wallace - Aye</p> <p>The motion unanimously carried.</p>	<p><i>A/V SYSTEM UPGRADE</i></p>

<p>In accordance with District Law, Policies and Procedures, Director Eapen moved for denial of the claim received on June 6, 2014 on behalf of Elizabeth Lagos, and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6. Director Danielson seconded the motion. Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart - Aye William Nicholson, MD - Aye Patricia Danielson, RHIT - Aye Jacob Eapen, MD – Aye Michael Wallace - Aye</p> <p>The motion unanimously carried.</p>	<p><i>CONSIDERATION OF CLAIM: LAGOS</i></p>
<p>In accordance with District Law, Policies and Procedures, Director Eapen moved for the denial of the claim received on May 22, 2014 on behalf of David McDuffie, and that the Chief Executive Officer be directed to provide notice in accordance with government code section 945.6. Director Danielson seconded the motion. Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart - Aye William Nicholson, MD - Abstained Patricia Danielson, RHIT - Aye Jacob Eapen, MD – Aye Michael Wallace - Aye</p> <p>The motion carried.</p>	<p><i>CONSIDERATION OF CLAIM: MCDUFFIE</i></p>
<p>There being no further business, Director Stewart adjourned the meeting at 8:02 p.m.</p>	<p><i>ADJOURNMENT</i></p>
<p>Bernard Stewart, DDS President</p>	<p>William F. Nicholson, MD Secretary</p>

<p>A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 23, 2014, in the Boardroom, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Stewart called the meeting to order at 7:30 a.m.</p>	<p><i>CALL TO ORDER</i></p>
<p>Roll call was taken. Directors present: Bernard Stewart, DDS ; William Nicholson, MD; Patricia Danielson, RHIT, Jacob Eapen, MD  Michael Wallace (excused)</p>	<p><i>ROLL CALL</i></p>
<p>Also present: Peter Lunny, MD; Kranthi Achanta, MD; John Romano, MD; Nancy Farber, Chief Executive Officer; Albert Brooks, MD; Stephanie Williams; Carmencita Agcaoili, M.D.</p>	
<p>There were no oral or written communications.</p>	<p><i>COMMUNICATIONS</i></p>
<p>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 &amp; Safety Code Sections 1461 and 32155.</p>	<p><i>ADJOURN TO CLOSED SESSION</i></p>
<p>Director Stewart reconvened the meeting to open session at 9:12 a.m. and reported no action was taken in closed session.</p>	<p><i>RECONVENE TO OPEN SESSION &amp; REPORT ON CLOSED SESSION</i></p>
<p>There being no further business, the meeting adjourned at 9:12 a.m.</p>	<p><i>ADJOURNMENT</i></p>
<p>_____ Bernard Stewart, DDS President</p>	<p>_____ William F. Nicholson, MD Secretary</p>

<p>A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 25, 2014 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Stewart called the meeting to order at 6:04 p.m. and led those present in the Pledge of Allegiance.</p>	<p><i>CALL TO ORDER</i></p>
<p>Roll call was taken. Directors present: William Nicholson, MD, Bernard Stewart, DDS, Patricia Danielson, RHIT, Jacob Eapen, MD Excused: Michael Wallace</p>	<p><i>ROLL CALL</i></p>
<p>Also present: Nancy Farber, Chief Executive Officer, Catherine Bartling, District Clerk</p>	
<p>Guests: Ed Fayen, Kimberly Hartz, Chris Henry, Stephanie Williams, Kent Joraanstad, Dan Nardoni, Kristin Ferguson, Angus Cochran, Janice Stewart, Bryant Welch, Mary Bowron, Gus Arroyo, Chris Brown, Paul Kozachenko, Albert Brooks, MD, Gisela Hernandez, Mike Engle, Alice Santos, Vera Teyrovsky, Colleen Doerr, Matt Stewart, Christine Nguyen-Flores</p>	
<p>Director Stewart moved the oral communications out of agenda order and read a statement regarding the Alameda County Grand Jury report. A copy of Director Stewart's statement is attached to these minutes. Following Director Stewart's statement, Ms. Farber responded noting the Grand Jury report will be discussed at a future Board meeting and a formal response to the report will be submitted within 90 days.</p>	<p><i>COMMUNICATIONS ORAL</i></p>
<p>Nancy Farber Introduced Chris Henry, Chief Financial Officer and Dan Nardoni, Senior Director, Budgeting and Ancillary Financial Services who presented the Budget Estimate for Fiscal Year 2014-2015.</p> <p>Mr. Henry reviewed how the Affordable Care Act played a significant factor in the 2013-2014 fiscal year noting it delayed private insurance plan compliance from 2014 to 2016; large employer penalty from 2014 to 2015; small business health options delayed from 2014 to 2015; employer mandate for employers with 50-99 employees delayed from 2014 to 2016; sustainable growth rate adjustment delayed one year and the ICD-10 and two-midnight rule delayed to October 2015.</p> <p>Mr. Henry discussed government payor reimbursement plans and their estimated cumulative 5-year impacts for Washington Hospital. He reviewed the cost of California hospital seismic standards, and the estimated financial impact of unfunded mandates on construction, the Epic electronic health record and ICD-10. Meaningful Use compliance standards and potential costs were presented.</p> <p>Mr. Henry noted Washington Hospital's accomplishments, some of which included Baby-Friendly Hospital by the World Health Organization and the United Nations Children's Fund, The Joint Commission Advanced Primary Stroke Program Recertification, American Heart Association/American Stroke Association's Get with the Guidelines Gold Plus Quality and Target Stroke Honor Roll, Quest for Zero Award in OB and OR.</p>	<p><i>EDUCATION SESSION: Budget Estimate for Fiscal Year 2014-2015</i></p>

<p>Mr. Henry presented the budget estimate for the district. The Fiscal Year 2014-2015 provides for:</p> <ul style="list-style-type: none"><li>- Funding of depreciation expense,</li><li>- Funding of contributions to the retirement plan,</li><li>- Debt service on revenue bonds and general obligation bonds,</li><li>- Net income targets on operating income,</li><li>- Compliance with all bond requirements,</li><li>- New limited capital spending requests.</li></ul> <p>Mr. Nardoni presented the Fiscal Year 2014-2015 Volume Budget discussing admissions, surgical cases, deliveries, cardiac surgical cases, neuro surgical cases and emergency room visits.</p>	
<p>In accordance with District Law, Policies and Procedures, Director Eapen moved for approval of Resolution No. 1146, Budget Estimate Fiscal Year 2014-2015. Director Danielson seconded the motion.</p> <p>Roll call was taken:</p> <p style="padding-left: 40px;">Bernard Stewart, DDS - aye William Nicholson, MD - aye Patricia Danielson, RHIT - aye Jacob Eapen, MD – aye</p> <p>The motion carried.</p>	<p><i>APPROVAL OF RESOLUTION NO. 1146, BUDGET ESTIMATE FISCAL YEAR 2014- 2015.</i></p>
<p>There was no closed session.</p>	<p><i>ADJOURN TO CLOSED SESSION</i></p>
<p>There being no further business, Director Stewart adjourned the meeting at 7:20 p.m.</p>	<p><i>ADJOURNMENT</i></p>
<p>_____ Bernard Stewart, DDS President</p>	<p>_____ William Nicholson, MD Secretary</p>

**Dr. Stewart's Statement Made During Oral Communication  
Board of Directors Meeting – 06.25.14**

Before we open the floor to comments from the public, I'd like to make a few remarks about the recently released report from the Alameda County Grand Jury. I know I can speak for my colleagues when I say that the Board appreciates the Grand Jury's efforts.

First, I want to assure the District's residents that the care and services provided by Washington Hospital were never part of the Grand Jury inquiry and the report acknowledges that for more than 50 years, the Hospital has provided "state of the art medical care to the community".

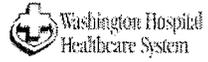
When we learned about the initial inquiry by the Alameda County Grand Jury, this Board and the executive leadership of the Hospital worked diligently to respond to all aspects of the Grand Jury's inquiry. In addition to thousands of pages of documents carefully organized to aid the Grand Jury with its inquiry, both the Hospital's CEO, Nancy Farber, and I, as president of the Board, sat before the Grand Jury and responded to any and all questions they had. We were thoughtful, thorough and transparent in our responses and in the supporting documents we provided.

With regard to the conflict of interest allegations, we note that the Grand Jury concluded that none occurred. This Board and the CEO followed the requirements of the law. All of our actions were free of conflict and fully transparent. It is time for us to move on.

Additionally, while donation information is usually confidential, I have been given permission by Ms. Farber to disclose that she has completed an initial personal pledge of \$50,000 to support the Hospital Foundation's Capital campaign and is in the process of completing a second personal \$50,000 pledge. She has also given other personal donations that I do not have knowledge of. This is a piece of information that I do not believe the Grand Jury was aware of.

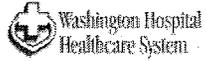
In terms of the report's criticisms about our transparency, I think it is time we consider this in detail. The fact is that our District is unique. We have both responsibility to the public and responsibility to the operations of our hospital's performance in a very competitive landscape. Not many Public Agency Boards do both in a similar way. These two things, at times, create challenges. However, we can always do better. So, I would like us to take this time to review our practices, to look at other practices and to examine what, if any, changes should be made to improve transparency.

Accordingly, I would like to ask that the Grand Jury report be placed on a future agenda, as soon as reasonably possible, for discussion by the Board. In the meantime, I would like to ask Nancy Farber and her staff to consider the report with the goal of making recommendations to this Board on how we might improve our transparency. I would like to see not only the Grand Jury report addressed but other ideas on how we might be more transparent.



**WASHINGTON HOSPITAL**  
**MONTHLY OPERATING REPORT**

**May 2014**



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

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



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# Memorandum

**DATE:** July 3, 2014  
**TO:** Board of Directors  
**FROM:** Nancy Farber  
**SUBJECT:** Washington Hospital – May 2014  
Operating & Financial Activity

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## SUMMARY OF OPERATIONS – (Blue Schedules)

### 1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	<u>May Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	154.4	171.3	157.4
# of Admissions	969	988	954
Patient Days	4,787	5,310	4,784
Discharge ALOS	4.86	5.38	4.95

<u>OUTPATIENT:</u>	<u>May Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,277	8,908	7,584
ER Visits	4,451	4,566	4,250
Observation Equivalent Days – OP	227	372	266

Comparison of May 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 also below budget. Outpatient visits were lower than budget, and Emergency Room visits were below budget for the month.

**2. Staffing – Schedule Board 3**

Total paid FTEs were 142.1 below budget. Total productive FTEs for May were 1,209.0, 154.3 below the budgeted level of 1,363.3. Nonproductive FTEs were 12.2 above budget. Productive FTEs per adjusted occupied bed were 5.76, 0.21 below the budgeted level of 5.97, and total FTEs per adjusted occupied bed were 6.55, 0.09 below the budgeted level of 6.64.

**3. Income – Schedule Board 1**

For the month of May, the Hospital realized a gain of \$3,000 from operations.

Total Gross Patient Service Revenue of \$162,485,000 for May was 11.1% below budget, primarily due to lower volumes.

Deductions from Revenue of \$127,077,000 represented 78.21% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 76.55%, primarily due to payor mix.

Total Operating Revenue of \$35,733,000 was \$7,298,000 (17.0%) below the budget.

Total Operating Expense was \$7,467,000 below the budgeted amount.

The Total Non-Operating Gain of \$1,989,000 for the month of May includes an unrealized gain on investments of \$339,000 and property tax revenue of \$1,305,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for May was \$1,992,000 which was \$100,000 more than the budgeted gain of \$1,892,000.

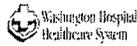
The Total Net Gain for May using FASB accounting principles, in which the unrealized gain on investments and property tax revenues are removed from the non-operating income and expense, was \$348,000 compared to the budgeted gain of \$355,000.

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

There were no noteworthy changes in assets and liabilities when compared to April 2014.

NANCY FARBER  
Chief Executive Officer

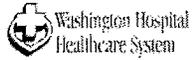
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**WASHINGTON TOWNSHIP HEALTH CARE DISTRICT**  
**STATEMENT OF REVENUES AND EXPENSES**  
**May 2014**  
**GASB FORMAT**  
**(In thousands)**

MAY				YEAR TO DATE					
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
\$ 119,578	\$ 137,132	(\$17,554)	-12.8%	1	<b>OPERATING REVENUE</b>				
42,907	45,666	(2,759)	-6.0%	2	INPATIENT REVENUE	\$ 1,366,683	\$ 1,557,265	(\$190,582)	-12.2%
				3	OUTPATIENT REVENUE	467,017	482,480	(15,463)	-3.2%
<b>162,485</b>	<b>182,798</b>	<b>(20,313)</b>	<b>-11.1%</b>	4	<b>TOTAL PATIENT REVENUE</b>	<b>1,833,700</b>	<b>2,039,745</b>	<b>(206,045)</b>	<b>-10.1%</b>
<b>(127,077)</b>	<b>(139,928)</b>	<b>12,851</b>	<b>9.2%</b>	5	<b>CONTRACTUAL ALLOWANCES</b>	<b>(1,407,515)</b>	<b>(1,562,841)</b>	<b>155,326</b>	<b>9.9%</b>
<b>78.21%</b>	<b>76.55%</b>			6	<b>CONTRACTUAL AS % OF REVENUE</b>	<b>76.76%</b>	<b>76.62%</b>		
<b>35,408</b>	<b>42,870</b>	<b>(7,462)</b>	<b>-17.4%</b>	7	<b>NET PATIENT REVENUE</b>	<b>426,185</b>	<b>476,904</b>	<b>(50,719)</b>	<b>-10.6%</b>
325	161	164	101.9%	8	OTHER OPERATING INCOME	3,205	2,926	279	9.5%
<b>35,733</b>	<b>43,031</b>	<b>(7,298)</b>	<b>-17.0%</b>	9	<b>TOTAL OPERATING REVENUE</b>	<b>429,390</b>	<b>479,830</b>	<b>(50,440)</b>	<b>-10.5%</b>
				10	<b>OPERATING EXPENSES</b>				
14,372	15,029	657	4.4%	11	SALARIES & WAGES	164,871	167,444	2,573	1.5%
6,691	6,516	(175)	-2.7%	12	EMPLOYEE BENEFITS	70,234	70,724	490	0.7%
3,960	4,745	785	16.5%	13	SUPPLIES	46,602	52,787	6,185	11.7%
4,160	4,903	743	15.2%	14	PURCHASED SERVICES & PROF FEES	50,383	55,215	4,832	8.8%
1,181	1,539	358	23.3%	15	INSURANCE, UTILITIES & OTHER	14,817	15,334	517	3.4%
1,392	6,254	4,862	77.7%	16	PROVISION FOR DOUBTFUL ACCOUNTS	57,167	69,744	12,577	18.0%
3,083	3,360	277	8.2%	17	DEPRECIATION	30,366	31,457	1,091	3.5%
891	851	(40)	-4.7%	18	INTEREST EXPENSE	9,525	8,947	(578)	-6.5%
<b>35,730</b>	<b>43,197</b>	<b>7,467</b>	<b>17.3%</b>	19	<b>TOTAL OPERATING EXPENSE</b>	<b>443,965</b>	<b>471,652</b>	<b>27,687</b>	<b>5.9%</b>
<b>3</b>	<b>(166)</b>	<b>169</b>	<b>101.8%</b>	20	<b>OPERATING INCOME (LOSS)</b>	<b>(14,575)</b>	<b>8,178</b>	<b>(22,753)</b>	<b>-278.2%</b>
<b>0.01%</b>	<b>-0.39%</b>			21	<b>OPERATING INCOME MARGIN %</b>	<b>-3.39%</b>	<b>1.70%</b>		
242	430	(188)	-43.7%	22	<b>NON-OPERATING INCOME &amp; (EXPENSE)</b>				
(4)	-	(4)	0.0%	23	INVESTMENT INCOME	3,362	4,662	(1,300)	-27.9%
107	91	16	17.6%	23	REALIZED GAIN/(LOSS) ON INVESTMENTS	16	-	16	0.0%
-	-	-	0.0%	24	RENTAL INCOME, NET	923	1,007	(84)	-8.3%
1,305	1,537	(232)	-15.1%	25	OTHER NON-OPERATING EXPENSE	(1,182)	(1,480)	298	20.1%
339	-	339	0.0%	26	PROPERTY TAX REVENUE	11,314	12,564	(1,250)	-9.9%
<b>1,989</b>	<b>2,058</b>	<b>(69)</b>	<b>-3.4%</b>	27	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	793	-	793	0.0%
				28	<b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>	<b>15,226</b>	<b>16,753</b>	<b>(1,527)</b>	<b>-9.1%</b>
<b>\$ 1,992</b>	<b>\$ 1,892</b>	<b>\$ 100</b>	<b>5.3%</b>	29	<b>NET INCOME (LOSS)</b>	<b>\$ 651</b>	<b>\$ 24,931</b>	<b>\$ (24,280)</b>	<b>-97.4%</b>
<b>5.57%</b>	<b>4.40%</b>			30	<b>NET INCOME MARGIN %</b>	<b>0.15%</b>	<b>5.20%</b>		
<b>\$ 348</b>	<b>\$ 355</b>	<b>\$ (7)</b>	<b>-2.0%</b>	31	<b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b>	<b>\$ (11,456)</b>	<b>\$ 12,367</b>	<b>\$ (23,823)</b>	<b>-192.6%</b>
<b>0.97%</b>	<b>0.82%</b>				<b>NET INCOME MARGIN %</b>	<b>-2.67%</b>	<b>2.58%</b>		

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

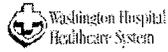


**WASHINGTON TOWNSHIP HEALTH CARE DISTRICT  
BALANCE SHEET**

SCHEDULE BOARD 2

May 2014  
(In thousands)

ASSETS			LIABILITIES AND NET ASSETS				
	MAY 2014	AUDITED JUNE 2013		MAY 2014	AUDITED JUNE 2013		
<b>CURRENT ASSETS</b>			<b>CURRENT LIABILITIES</b>				
1	CASH & CASH EQUIVALENTS	\$ 24,051	\$ 9,068	1	CURRENT MATURITIES OF L/T OBLIG	\$ 10,002	\$ 9,998
2	ACCOUNTS REC NET OF ALLOWANCES	59,539	57,396	2	ACCOUNTS PAYABLE	12,637	33,497
3	OTHER CURRENT ASSETS	9,561	7,496	3	OTHER ACCRUED LIABILITIES	50,945	42,620
4	<b>TOTAL CURRENT ASSETS</b>	<u>93,151</u>	<u>73,960</u>	4	INTEREST	8,291	7,219
				5	<b>TOTAL CURRENT LIABILITIES</b>	<u>81,875</u>	<u>93,334</u>
<b>ASSETS LIMITED AS TO USE</b>			<b>LONG-TERM DEBT OBLIGATIONS</b>				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	176,328	183,573	6	REVENUE BONDS AND OTHER	213,391	217,742
7	BOARD DESIGNATED FOR PENSION	-	114,366	7	GENERAL OBLIGATION BONDS	198,735	54,746
8	GENERAL OBLIGATION BOND FUNDS	153,034	28,582				
9	REVENUE BOND FUNDS	10,388	18,420				
10	OTHER ASSETS LIMITED AS TO USE	15,050	15,418				
11	<b>TOTAL ASSETS LIMITED AS TO USE</b>	<u>354,800</u>	<u>360,359</u>				
<b>OTHER ASSETS</b>			<b>OTHER LIABILITIES</b>				
12	PREPAID PENSION COSTS	47,113	-	12	PENSION FUNDING	-	52,098
13	OTHER	114,860	99,207	13	WORKERS' COMP	8,551	8,300
				14	SUPPLEMENTAL MEDICAL RETIREMENT	34,466	32,292
15	<b>NET PROPERTY, PLANT &amp; EQUIPMENT</b>	<u>395,010</u>	<u>392,251</u>	15	<b>NET ASSETS</b>	<u>467,916</u>	<u>467,265</u>
16	<b>TOTAL ASSETS</b>	<u>\$ 1,004,934</u>	<u>\$ 925,777</u>	16	<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<u>\$ 1,004,934</u>	<u>\$ 925,777</u>



**WASHINGTON TOWNSHIP HEALTH CARE DISTRICT  
OPERATING INDICATORS  
May 2014**

12 MONTH AVERAGE	MAY						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
<b><u>PATIENTS IN HOSPITAL</u></b>										
157.4	154.4	171.3	(16.9)	-10%	1	ADULT & PEDS AVERAGE DAILY CENSUS	157.1	176.6	(19.5)	-11%
8.7	7.3	12.0	(4.7)	-39%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.5	11.0	(2.5)	-23%
10.3	11.5	12.4	(0.9)	-7%	3	NURSERY AVERAGE DAILY CENSUS	10.3	12.0	(1.7)	-14%
176.4	173.2	195.7	(22.5)	-11%	4	TOTAL	175.9	199.6	(23.7)	-12%
4,784	4,787	5,310	(523)	-10%	5	ADULT & PEDS PATIENT DAYS	52,637	59,153	(6,516)	-11%
954	969	988	(19)	-2%	6	ADMISSIONS-ADULTS & PEDS	10,548	11,244	(696)	-6%
4.95	4.86	5.38	(0.52)	-10%	7	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.94	5.26	(0.32)	-6%
<b><u>OTHER KEY UTILIZATION STATISTICS</u></b>										
1,529	1,595	1,537	0.058	4%	8	OVERALL CASE MIX INDEX (CMI)	1,527	1,537	(0.010)	-1%
<b><u>SURGICAL CASES</u></b>										
115	90	130	(40)	-31%	9	JOINT REPLACEMENT CASES	1,262	1,398	(136)	-10%
24	28	14	14	100%	10	NEURO SURGICAL CASES	272	231	41	18%
10	8	13	(5)	-38%	11	CARDIAC SURGICAL CASES	102	151	(49)	-32%
67	72	45	27	60%	12	MINIMALLY INVASIVE CASES	765	449	316	70%
349	339	381	(42)	-11%	13	TOTAL CASES	3,854	4,254	(400)	-9%
370	350	417	(67)	-16%	14	TOTAL CATH PROCEDURES	4,052	4,459	(407)	-9%
36	31	47	(16)	-34%	15	PTCA PROCEDURES	385	485	(100)	-21%
147	159	164	(5)	-3%	16	DELIVERIES	1,613	1,790	(177)	-10%
7,584	7,277	8,908	(1,631)	-18%	17	OUTPATIENT VISITS	83,371	93,948	(10,577)	-11%
4,250	4,451	4,566	(115)	-3%	18	EMERGENCY VISITS	46,802	48,227	(1,425)	-3%
<b><u>LABOR INDICATORS</u></b>										
1,272.3	1,209.0	1,363.3	154.3	11%	19	PRODUCTIVE FTE'S	1,259.2	1,319.9	60.7	5%
186.7	164.8	152.6	(12.2)	-8%	20	NON PRODUCTIVE FTE'S	189.1	182.0	(7.1)	-4%
1,459.0	1,373.8	1,515.9	142.1	9%	21	TOTAL FTE'S	1,448.3	1,501.9	53.6	4%
6.04	5.76	5.97	0.21	4%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.97	5.71	(0.26)	-5%
6.93	6.55	6.64	0.09	1%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.87	6.49	(0.38)	-6%



Washington Hospital  
Healthcare System

S I N C E 1 9 4 8

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# Memorandum

Date: July 8, 2014

To: Nancy Farber, Chief Executive Officer

From: Albert L. Brooks, MD, Chief Medical Services

Subject: Medical Executive Committee Pediatric Surgery Proposed Privileges

The Medical Executive Committee at its meeting of May 19, 2014 approved the proposed privileges delineations for Pediatric Surgery as recommended by the Department of Surgery. This document describes the required training, experience and qualifications as well as the procedures to be performed by Pediatric Surgeons who are granted these privileges at Washington Hospital.



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## Memorandum

**DATE:** June 30, 2014

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

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

**SUBJECT:** Emergency HVAC Repair for the Main Hospital Clinical Lab Department

With the ever increasing demands on the facilities HVAC system, it has become apparent that the existing system can no longer maintain a consistent temperature in the Clinical Lab Department. The current Lab located in the 1970's expansion of the facility is supplied by a single air handler with limited capacity.

New testing protocols and new equipment technologies allow for greater volumes, but also require additional refrigeration for reagents and test kits. This also increases the amount of heat generated into the space causing the ambient temperature of the Lab to hover between 75-80 degrees fahrenheit. The recommended temperature requirement for the Lab is 68-72 degrees.

In order to meet temperature compliance and ensure laboratory equipment is functioning appropriately, an emergency upgrade to the existing HVAC system was initiated. A new five (5) ton ductless split system with four (4) ceiling mounted discharge air handlers will be installed into the main Lab. The indoor air handlers will be placed in such a manner as to maximize the cooling to areas of the Lab that generate the majority of the heat. Thermostatic control will give the occupants the control over the system. This new addition will not interfere with the existing systems and will not require any downtime protocols.

I request the Board of Directors confirm the Chief Executive Officer's emergency approval to initiate the purchase and installation of an additional HVAC system in the Clinical Lab Department for an amount not to exceed \$51,000.00 This project was not included in the Fiscal Year 2014-2015 Capital Budget.

TN/ra/mlc