



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 12, 2017 – 6:00 P.M.

Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|---|--|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | William Nicholson, MD
Board Member |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. EDUCATION SESSION:
American Heart Association Stroke Awards & Presentation | Elaina Gunn,
American Heart Association
Ash Jain, MD
Medical Director, Stroke Program |
| Budget Estimate for Fiscal Year 2017-18 | Chris Henry
Senior Associate Administrator and
Chief Financial Officer
Dan Nardoni
Assistant Chief Financial Officer |
| IV. CONSIDERATION OF MINUTES
June 14, 19, 20 and 26, 2017 | <i>Motion Required</i> |
| V. COMMUNICATIONS
A. Oral
B. Written
From Timothy Tsoi, MD Chief of Staff,
dated June 26, 2017 requesting approval of
Medical Staff Credentialing Action Items. | <i>Motion Required</i> |
| VI. INFORMATION
A. Service League Report
B. Medical Staff Report | PRESENTED BY:
Debbie Jackson
Service League
Timothy Tsoi, MD
Chief of Staff – Elect |

Board Meeting Agenda

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- C. Hospital Calendar
Nancy Farber
Chief Executive Officer
- D. Lean/Kaizen Report:
Presentation of Lean Certificates and Pins
Kimberly Hartz
Senior Associate Administrator
Donald Pipkin
Chief of Strategic Management
- E. Construction Report
Ed Fayen
Senior Associate Administrator
- F. Quality Report:
National Surgical Quality Improvement
Program 2017 Update
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 Resolution #1182, Budget Estimate FY 2017-18 *Motion Required*

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

William Nicholson, MD
Board Member

X. ADJOURNMENT

William Nicholson, MD
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 14, 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; Timothy Tsoi, Chief-Elect of Medical Staff; Debbie Jackson, Service League 1st President; Dee Antonio, District Clerk

Guests: Kimberly Hartz, Chris Henry, Bryant Welch, Stephanie Williams, Tina Nunez, Kristin Ferguson, Mary Bowron, Albert Brooks MD, Angus Cochran, David Lee MD, Michael Platzbecker, Robert Alfieri

Nancy Farber, Chief Executive Officer, introduced David Lee MD, co-director of the UCSF-Washington Cancer Center to present the education session: Evolution of Cancer Treatment. Dr. Lee began his presentation with US cancer statistics provided by the National Cancer Institute showing a decrease in cancer rates since 2003 as well as an increase in the number of cancer survivors. He gave an overview of Chemotherapy related to Hodgkin's Lymphoma and reviewed the chemotherapy paradigm.

*EDUCATION SESSION:
Evolution of Cancer
Treatment*

Dr. Lee noted that understanding carcinogenesis improves treatment and talked about the use of Tamoxifen in the first targeted cancer therapy dated 1971. Tamoxifen reduced the risk of death by 20% per year for five years and extended an additional five years following a complete five years of treatment. From the late 1990s to 2000s, a dramatic number of new cancer drugs were approved by the FDA with most designed specifically to target a mutation important to certain cancers. Dr. Lee noted there were limits to targeted therapy.

We have now moved forward into Precision Medicine: medical care designed to optimize therapeutic benefits for particular groups of patients by using genetic or molecular profiling. The right treatment for the right patient. Dr. Lee talked about genetic profiling guides for cancer treatment, specifically breast cancer, prostate cancer, colon cancer, and leukemia. He also spoke about the future of cancer therapy involving next generation DNA sequencing.

Dr. Lee concluded his presentation by speaking about the UCSF-Washington Hospital partnership which includes clinical (tumor boards) and research collaborations (open clinical trials), expansion of UCSF genetics counseling, and access to cutting-edge technology and protocols.

Director Danielson moved for approval of the minutes of May 10, 15, 22, 24, and 25, 2017.

*APPROVAL OF
MINUTES OF May 10,
15, 22, 24, and 25, 2017*

Director Stewart seconded the motion.

Roll call was taken:

William Nicholson, MD - aye
Bernard Stewart, DDS - aye

Michael Wallace – aye
Patricia Danielson, RHIT – aye
Jacob Eapen, MD – aye

The motion unanimously carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Timothy Tsoi, MD., Chief of Staff-Elect, dated May 22, 2017 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Gray, Johann MD; Matuszk, Ronald MD; Nguyen, Doris MD; Paek, Sung MD;
Towers, Barry CCP; Shain, Alana MD

Temporary Privileges:

Bryant, George PA-C

Emergency Temporary Privileges for Specific Patient Care:

Ge, Benjamin MD; Gray, Johann MD; Towers, Barry CCP

Reappointments:

Carlson, Carl Jeffrey MD; Chakravorty, Aruna MD; Deol, Gurleen PA-C; Johnson, Craig MD; Kolluru, Gopala MD; Lee, Christine MD; Multani, Jasbir MD; Ravid, Noga MD; Saxena, Deepti MD; Singhal, Manish MD; Shingal, Rajesh MD; Townsend, Dennis MD; Upender, Sunil MD

Transfer in Staff

Sui, John MD

Completion of Proctoring & Advancement in Staff Category

Sui, John MD

Extension of Proctorship and Provisional Category

Chang, Shurong MD; Mogal, AmyCecilia MD; Naing, Lin MD; Patel, Bijal MD;
Roe, Bernadita NP

New Privilege Requests

Chetty, Shilpa MD; Wilkins, Christopher PA-C

Delete Privilege Requests

Carlson, Carl Jeffrey MD; Johnson, Craig MD; Saxena, Deepti MD; Shingal, Rajesh MD

Withdrawal of Application

Arriola, Jennifer CCP; Richardson, Monica MD

Resignations

Jeffrey, Keith PA-C; Prato, Steve CCP

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

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 Volunteer Appreciation Luncheon was held May 16th at the Marriott Fremont. The Service League newsletter is being distributed on a quarterly basis now. Ms. Jackson noted that recruitment of volunteers has been plentiful with many students volunteering in the Main Lobby and the Gift Shop. The Service League will hold its Ice Cream Social for the adult volunteers on June 14th. The total volunteer staffing hours for the month of May 2017: 2,807.

*SERVICE LEAGUE
REPORT*

Dr. Timothy Tsoi reported there are 597 Medical Staff members which includes 346 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

On Thursday, May 11th, the Washington Hospital Green Team hosted an energizer station, which was cosponsored by the City of Fremont, as part of the National Bike to Work Day. The team greeted cyclists during the 7 to 9 a.m. commute at the Fremont BART station with goodie bags, fresh fruit, water and pastries. More than 100 cyclists participated.

Also on Thursday, May 11th, Washington Hospital hosted "Celebration of Life". This event featured stories of survival and hope for cancer survivors and their families. In addition Dr. Jeff Lin, gynecologic oncologist, presented strategies to help prevent recurrence of cancer. Dr. Victoria Leiphart, gynecologist, provided the welcome address and moderated the event.

The event was sponsored by Washington Hospital, HERS Breast Cancer Foundation, Palo Alto Medical Foundation, and the American Cancer Society. More than 60 people attended.

On Friday, May 12th, 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 Washington Township Medical Foundation provided heart health information. 47 bone density screenings were provided. More than 1,000 people attended the event. Washington Hospital was also a sponsor for this event.

On Thursday May 18th, Lucy Hernandez, Community Outreach Project Manager, provided bone density screenings for osteoporosis, at the Dominican Sisters of Mission San Jose Health Fair. 23 bone density screenings were provided. More than 60 people attended.

Also on Thursday, May 18th, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented "Nutrition Myths Debunked: Truth Behind Common Diet Beliefs." 13 people attended.

On Thursday, May 25th, Dr. Sunil Dhawan, dermatologist, screened community members to potentially detect skin cancer before their symptoms occurred. This screening assisted in the detection of cancer at an early stage. 15 people were screened. Of those, 6 were recommended for further evaluation.

Immediately following the skin cancer screening on May 25th, Dr. Sunil Dhawan, dermatologist, presented "The Sun, the Beauty, or the Beast." 18 people attended.

On Thursday, June 1st, as part of the Diabetes Matters Series, Mary Sun, registered dietitian, presented, "Diabetes: Is There an App for That?." 15 people attended.

Also, on Thursday, June 1st, as part of the Speakers Bureau, Kristi Caracappa, Health Insurance Information Service Coordinator, provided an overview of the Health Insurance Information Service Program and other community services available at Washington Hospital and surrounding areas to the Breast Cancer Support Group. 11 people attended.

On Thursday, June 8th, Vida Reed, RN, presented "Stop Diabetes Before It Starts." 39 people attended

Upcoming Health Promotions & Community Outreach Events

On Thursday, June 15th, from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Improving Mobility, Flexibility, and Strength Through Body and Posture Awareness."

On Friday, June 30th from 1 to 3 pm, Maggie Guting, registered dietitian, will present "Fun Fresh Summer Cooking Demonstration"

The 2017 Central Park Summer Concert Series kicks off on Thursday, July 6th. Washington Hospital is a major presenting sponsor. This five week concert series is free and open to the public and will be held at the Central Park Performance Pavilion on Thursdays from 6:00 to 8:00 p.m. Washington Hospital will be providing health information and health screenings during this five week concert series.

On Saturday, July 15th from 10 am to 1 pm, Washington Hospital will host a Peripheral Vascular Disease screening event. This free screening includes a Doppler study of the circulation in the legs and an interpretation of results. This event is co-sponsored by Fremont Bank Foundation.

Washington Hospital Healthcare Foundation

On Saturday, October 14th, the Washington Hospital Healthcare Foundation will

host the 31st annual Top Hat dinner dance. This year's gala will be chaired by Debbie Jackson, President of the Washington Hospital Service League, Dr. William Dugoni, general surgeon, Washington Township Foundation, medical director of the women's center, and Gary Charland, executive vice president of Masonic Homes. The trustees of the Foundation have designated the proceeds from this year's Top Hat gala towards the support the Radiation Oncology Center, which offers oncology patients access to leading edge treatment planning and delivery. The funds will be used to help underwrite the purchase of a new linear accelerator, a device most commonly used for radiation treatment for patients with cancer.

During the month of May, Washington Hospital Healthcare Foundation received two community gifts. Local Girl Scout Troop 33812 raised funds to purchase new books and a rolling cart for the patients in Pediatrics. "The Brownies and Girl Scouts delivering the book cart is the first of this type donation to our unit. It will allow our pediatric patients and their siblings the opportunity to enjoy reading. This is a great diversion. The mobility of the cart allows us to bring books to our patients if they are unable to come to the playroom" said Carmen Williams, RN., Senior Director for Maternal Child Health. Wooly Warmth, delivered a large collection of hand-knitted items for pediatric patients. 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 cozy, comfortable and healthy.

Washington Township Healthcare District Board of Directors Report

Washington Township Healthcare District Board Members attended Indo-Americans for Better Community's Charity Ball on May 13th, the OneChild Annual Fundraiser on June 2nd, and the Bay Area Women Against Rape Annual Gala on June 9th.

*WASHINGTON
TOWNSHIP
HEALTHCARE
DISTRICT:
Board of Directors Report*

Washington Hospital Employees Association (WHEA)

On Monday, May 22nd WHEA organized a blood drive with The American Red Cross. The American Red Cross registered 28 donors and collected 23 units of blood. WHEA's efforts helped boost the community blood supply to ensure patients have the lifesaving blood they need.

*HOSPITAL CALENDAR:
Washington Hospital
Employees Association
(WHEA)*

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 and the Ruggieri Senior Center in Union City.

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of May was 46.

Internet and Social Media Marketing

During the month of May, the most viewed webpages included Employment, About WHHS, Programs & Services, and Volunteers. The Hospital's social media presence is measured through total reach and engagement stats.

*HOSPITAL
CALENDAR:
Internet and Social
Media Marketing*

InHealth - Channel 78

During the month of May, Washington Hospital's cable channel 78, InHealth, captured new programming including two Health and Wellness programs titled "Early Detection and Prevention of Female Cancers" and "The Sun, Beauty or the Beast?" and a Diabetes Matters program called "Insulin - Why I May Need It?."

*HOSPITAL
CALENDAR:
InHealth*

In addition, InHealth aired Washington Hospital's special event on the "Federal Health Policy Outlook," the April Citizen's Bond Oversight Committee meeting and the May Board of Directors meeting.

Awards and Recognitions

At the 45th Anniversary Dinner hosted by Bay Area Women Against Rape on June 9, Washington Hospital Healthcare System was awarded the Community Partnership Award. In presenting the award, the Honorable Fiona Ma, member of the California State Board of Equalization, thanked Washington Hospital for providing office space to BAWAR to serve sexual-assault victims in the Tri-Cities area and for staffing Sexual Assault Response Team nurses around the clock in the emergency department. Washington Township Health Care District Board Members Pat Danielson and Dr. Bernard Stewart received the award and thanked BAWAR for their valuable partnership.

*HOSPITAL
CALENDAR:
Awards & Recognitions*

On Tuesday, May 16th, Washington Hospital hosted its annual Volunteer Recognition Luncheon. Washington Hospital honors, thanks and celebrates all of the volunteers that help to support the health care system, including Volunteer Chaplains, Washington Hospital Employee Association Board Volunteers, Mended Heart Volunteers, Hospital Foundation Volunteers and Washington Service League Volunteers. More than 125 volunteers attended.

*HOSPITAL
CALENDAR:
Additional Events &
Announcements*

On Sunday, May 21st, Alice Jenó, celebrated her 50th birthday with her father and siblings at the place of her birth, Washington Hospital. She is one of 11 Jenó children, all of whom were raised in Fremont. Food and Nutrition Services, Maternal Child Health Services, and Community Relations departments worked together to provide a true welcome: lunch in the café, a gift presented by nurses, and a visit to the Rose Garden, where their late mother's name is memorialized as a Washington Hospital volunteer. Fifty years ago, Mr. Jenó picked up his baby daughter in a new 1967 VW Bus. To commemorate the occasion, one brother arranged to have a beautiful 1967 VW Bus waiting to take them home. It was an honor for hospital staff to be part of this special celebration with a family that is truly representative of the Washington Hospital community.

On Wednesday, May 24th, Washington Hospital hosted a Rose Garden Remembrance event. This event provided an opportunity for the Hospital community to remember Employees, physicians, volunteers and board members who have passed away while serving Washington Hospital. Miriam Dicristina, Washington Hospital Staff, and Joan Wariner, volunteer, were remembered during this event. Father Jeff Finley, Palliative Care Coordinator, provide nondenominational reflections.

Employee of the Month

In an unusual recognition ceremony, TWO employees were honored as employee of the month for June. Sr. Payroll Clerk Gloria Bonilla and Payroll Clerk Susie Areas recently defined the word "teamwork" as they worked together to successfully avoid a disaster that would have impacted every member of the Hospital staff.

On Tuesday, May 23rd, our ADP payroll system was unexpectedly unavailable. This was a Tuesday in payroll week. Normally on that day, all payroll data is entered by our clerks as the first step in ensuring everyone is paid correctly and on time. But the ADP system was down. Both Gloria and Susie went on "stand by" and while she was cooking dinner for her family, Gloria received a message that the system was back up. She returned to work and stayed until 9:30 pm getting her part completed and ready for Susie, who came in three hours early the next morning (catching the 4:30 am train from Tracy). Susie then completed her part of the task and, in the end, there was no delay in the payroll distribution and only a few employees realized there had been an issue.

CFO Chris Henry noted that this is only one example of what these two employees do for our staff members every day. "They quietly make sure that each and every employee's compensation is calculated accurately and is delivered on time. Their commitment to customer service is beyond compare and we are lucky to have them here at Washington Hospital."

Nancy Farber introduced Michael Platzbecker, Manager of the Emergency Department, who presented a Lean Update on hospital-wide Patient Flow through the Emergency Department and the nursing units. Mr. Platzbecker reviewed the increase in Emergency Department visits over the past two years resulting in unprecedented volume in the ED. One in five visits was admitted as an inpatient.

Mr. Platzbecker reviewed the 2016 Patient Flow initiatives for both the Emergency Department and Inpatients. The results include a length of stay that is consistently below the national benchmark; a 73% decrease in the number of patients who left without being seen; behavioral health patients transferred significantly faster than other California hospitals; and a 50% decrease in Imaging patient transportation.

Other issues that were addressed include: the high volume of walk-in or ambulance patients resulting in the lack of treatment space; the need for private, safe space for an increasing volume of behavioral health patients; high census leading to delays in the admission process. Mr. Platzbecker noted that over the two year period, the time from bed assignment in the ED to the inpatient transfer is now twice as fast (from 89 minutes to 43).

Future workshops will ensure that all relevant departments, including but not limited to OR and Cath Lab, are represented. The impact of the Observation Unit will be evaluated and opportunities to improve will be identified. ED physicians will evaluate patients in triage. Influenza testing time will be reduced from 2 hours to 30 minutes. There will be further analysis of cycle times for management of behavioral

*HOSPITAL
CALENDAR:
Employee of the Month –
Gloria Bonilla and Susie
Areas*

*LEAN/KAIZAN
UPDATE
Improving Patient Flow
Using Len Methodology*

health patients. There will also be strategic planning of the patient flow in the new building.

Robert Alfieri presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of Ground Floor flooring installation; Emergency Department waiting area; first floor nursing station; casework in the CDU exam rooms; second floor elevator lobby; second floor CCU; third floor nursing station; third floor waiting room and corridor; installation of fire water line at the loading dock expansion.

*CONSTRUCTION
REPORT
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Quality Report: Washington Hospital Quality Dashboard for Quarter Ending March 2017. We had a slight drop in Venous Thromboembolism Prevention and ICU Venous Thromboembolism Prevention. It was noted that there are no benchmarks available yet since the data is now being submitted as electronic clinical quality measures. Stroke core measures are all above benchmark levels.

*QUALITY REPORT:
Washington Hospital
Quality Dashboard for
Quarter Ending March
2017*

Infection Prevention measures: Central Line Associated Bloodstream Infection rate was lower than predicted in the last quarter. We had more Catheter Associated Urinary Tract Infections than predicted this past quarter. The C-difficile ratio was higher than predicted for four of the past six quarters. We had no MRSA bloodstream infections in this quarter. Our VRE Infection rate was slightly higher than predicted and encompassed one patient with a 32-day stay. We had no surgical site infections for colon surgery or abdominal hysterectomy which was below the predicted number of infections.

Nurse Sensitive measures: Our hospital-acquired pressure ulcer prevalence was above the CalNOC benchmark and our moderate + injury fall rate was lower than the CalNOC benchmark.

National Patient Safety Goal: Hand Off Communication was better than the Joint Commission Goal of 90% in the last quarter and over the past two years. We had 100% compliance in patient identification. We were slightly below 100% compliance in procedure time out. It was noted that since implementation of The Joint Commission Targeted Solutions Tool (2014), we have consistently performed better than the goal of $\geq 90\%$ in Hand Hygiene.

National Quality Improvement Project: Our 30-day medicare pneumonia and CHF readmission rates were higher than the CMS national benchmarks. Our 30-day AMI medicare readmission rate was lower than the CMS national benchmark.

Chris Henry, Chief Financial Officer, presented the Finance Report for April 2017. The average daily census was 173.6 with admissions of 1,011 resulting in 5,209 patient days. Outpatient observation equivalent days were 180. The average length of stay was 5.19 days. The case mix index was 1.592. Deliveries were 122. Surgical cases were 378. Joint Replacement cases were 140. Neurosurgical cases were 27. Cardiac Surgical cases were 8. The Outpatient visits were 6,728 and Emergency visits were 4,519. Total productive FTEs were 1,283.8. FTEs per

FINANCE REPORT

adjusted occupied bed were 5.47.

Nancy Farber presented the Hospital Operations Report for May 2017. Preliminary information indicated gross revenue for the month of May at approximately \$175,872,000. The Average Length of Stay of 4.62 and there were 5,096 patient days. There were 376 Surgical Cases and 372 Cath Lab procedures at the Hospital. Deliveries for March were 156. Non-Emergency Outpatient visits were 7,217. FTEs per Adjusted Occupied Bed were 5.76. The Washington Outpatient Surgery Center had 508 cases and the clinics saw approximately 3,875 patients.

*HOSPITAL
OPERATIONS REPORT*

In accordance with District Law, Policies and Procedures, Director Eapen moved for adoption of Resolution No. 1180 which is the Memorandum of Understanding between Washington Hospital and the United Healthcare Workers West, Service Employees International, Local 250, SEIU/UHW, a recognized majority representative under the terms of Board Resolution 331A, effective June 14, 2017.

*APPROVAL OF
RESOLUTION NO. 1180
SEIU/UHW, LOCAL 250*

Director Wallace seconded the motion.
Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved for adoption of Resolution No. 1181 which provides for the Continuing Expenditure Authority and authorizes the Chief Executive Officer to make any and all appropriate expenditures necessary for continued operations of the Washington Township Health Care District and the Washington Township Development Corporation.

*APPROVAL OF
RESOLUTION NO. 1181
CONTINUING
EXPENDITURE
AUTHORITY*

Director Wallace seconded the motion.
Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of hardware for a total amount not to exceed \$53,347.87.

*APPROVAL OF
COPIER
REPLACEMENT*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of 124 chairs for a total amount not to exceed \$36,978.62.

*APPROVAL OF CHAIRS
FOR CAFÉ AND
DOCTORS' LOUNGE*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of nineteen Philips MPSC devices for a total amount not to exceed \$117,360.29.

*APPROVAL OF PHILIPS
VITAL SIGNS
MONITORS*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of ten Stryker Air Mattress Pumps for a total amount not to exceed \$25,838.

*APPROVAL OF
STRYKER AIR
MATTRESS PUMPS*

Director Wallace seconded the motion.

Roll call was taken:

William Nicholson, MD - aye
Bernard Stewart, DDS - aye

Michael Wallace – aye
Patricia Danielson, RHIT – aye
Jacob Eapen, MD – aye

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors approve the Community Needs Assessment 2017 Implementation Plan and that the Board authorize the Chief Executive Officer to enter into the necessary agreements to conduct a post legislation gap analysis in order to evaluate existing and new programs and services.

*APPROVAL OF
COMMUNITY NEEDS
ASSESSMENT 2017
IMPLEMENTATION
PLAN*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Nicholson adjourned the meeting to closed session at 8:05 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 8:54 pm and reported no action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 8:54 pm.

ADJOURNMENT

William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 19, 2017 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:03 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Ed Fayen, Sr. Associate Administrator; Kimberly Hartz, Sr. Associate Administrator; Chris Henry, Sr. Associate Administrator; Tina Nunez, Associate Administrator; Stephanie Williams, Associate Administrator; Bryant Welch, Associate Administrator; Mike MacBryde, PriceWaterhouse Cooper; Eric Firstman, Attorney; 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 Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to Hospital trade secrets, Human Resource matters, Risk Management, and Conference with Legal Counsel regarding existing litigation pursuant to Cal. Gov. Code Section 54956.9.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 7:02 p.m. and gave the following report on action taken in closed session: With regard to the pending litigation, FCA v. WHHS (CPF-15-514566), the Board directed Legal Counsel not to pursue any further appeals and to pay the judgment in the amount of \$3,898,838.62.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

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 7:02 p.m.

ADJOURNMENT

William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Tuesday, June 20, 2017 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:02 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; 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 Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to Human Resource matters.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 7:37 p.m. and reported no reportable action was taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Nicholson adjourned the meeting at 7:37 p.m.

ADJOURNMENT

William Nicholson, MD
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 26, 2017 in the Board Room, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 7:32 a.m.

CALL
TO
ORDER

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

ROLL
CALL

Also present: Kranthi Achanta, MD; Timothy Tsoi, MD; Peter Lunny, MD; Jan Henstorf, MD; Albert Brooks, MD; Nancy Farber, Chief Executive Officer; John Romano, MD; Stephanie Williams, Associate Administrator; Dee Antonio, District Clerk

There were no oral or written communications.

COMMUNICATIONS

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the demolition and removal of the Chimney for a total amount not to exceed \$93,120.00.

APPROVAL OF
DEMOLITION AND
REMOVAL OF
INCINERATOR FLUE

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

In accordance with District Law, Policies and Procedures, Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the Elpas Infant Security System upgrade including the software, equipment and all applicable fees for a total amount not to exceed \$60,000.00.

APPROVAL OF
UPGRADE OF ELPAS
INFANT SECURITY
SYSTEM

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

Director Nicholson adjourned the meeting to closed session at 7:38 a.m.

ADJOURN TO CLOSED
SESSION

as the discussion pertained to Medical Audit and Quality Assurance Matters pursuant to Health & Safety Code Sections 1461 and 32155. Director Nicholson reconvened the meeting to open session at 9:03 a.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

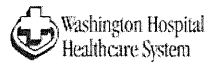
There being no further business, the meeting was adjourned at 9:03 a.m.

ADJOURNMENT

William Nicholson, MD
President

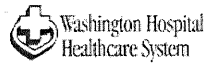
Patricia Danielson, RHIT
Secretary

DRAFT



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

May 2017



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
May 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: July 6, 2017
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – May 2017
Operating & Financial Activity

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	164.4	161.6	164.8
# of Admissions	1,090	1,029	1,015
Patient Days	5,096	5,011	5,009
Discharge ALOS	4.62	4.87	4.84

<u>OUTPATIENT:</u>	<u>May Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,217	7,677	6,891
ER Visits	4,776	4,558	4,418
Observation Equivalent Days – OP	156	222	222

Comparison of May acute inpatient statistics to those of the budget showed a higher level of admissions and a higher level of patient days. The average length of stay (ALOS) based on discharge days was below budget. Outpatient visits were lower than budget. Emergency Room visits were above budget for the month.

2. **Staffing – Schedule Board 3**

Total paid FTEs were 0.8 below budget. Total productive FTEs for May were 1,274.4, 45.6 above the budgeted level of 1,228.8. Nonproductive FTEs were 46.4 below budget. Productive FTEs per adjusted occupied bed were 5.75, 0.05 above the budgeted level of 5.70. Total FTEs per adjusted occupied bed were 6.36, 0.18 below the budgeted level of 6.54.

3. **Income - Schedule Board 1**

For the month of May the Hospital realized a gain of \$3,982,000 from operations.

Total Gross Patient Service Revenue of \$175,872,000 for May was 0.1% below budget.

Deductions from Revenue of \$132,650,000 represented 75.42% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 76.32%, primarily due to payor mix.

Total Operating Revenue of \$43,806,000 was \$1,512,000 (3.6%) above the budget.

Total Operating Expense of \$39,824,000 was \$762,000 (1.9%) below the budgeted amount.

The Total Non-Operating Gain of \$1,760,000 for the month includes an unrealized gain on investments of \$206,000 and property tax revenue of \$1,344,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for May was \$5,742,000, which was \$2,352,000 more than the budgeted gain of \$3,390,000.

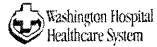
The Total Net Gain for May using FASB accounting principles, in which the unrealized loss/gain on investments and property tax revenues are removed from the non-operating income and expense, was \$4,192,000 compared to a budgeted gain of \$1,995,000.

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

There were no noteworthy changes in assets and liabilities when compared to April 2017.

NANCY FARBER
Chief Executive Officer

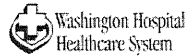
NF/CH



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

MAY				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 130,371	\$ 131,919	\$ (1,548)	-1.2%	2	INPATIENT REVENUE	\$ 1,417,486	\$ 1,418,675	\$ (1,189) -0.1%
45,501	44,161	1,340	3.0%	3	OUTPATIENT REVENUE	503,404	491,293	12,111 2.5%
175,872	176,080	(208)	-0.1%	4	TOTAL PATIENT REVENUE	1,920,890	1,909,968	10,922 0.6%
(132,650)	(134,376)	1,726	1.3%	5	CONTRACTUAL ALLOWANCES	(1,481,612)	(1,458,854)	(22,758) -1.6%
75.42%	76.32%			6	CONTRACTUAL AS % OF REVENUE	77.13%	76.38%	
43,222	41,704	1,518	3.6%	7	NET PATIENT REVENUE	439,278	451,114	(11,836) -2.6%
584	590	(6)	-1.0%	8	OTHER OPERATING INCOME	8,132	6,694	1,438 21.5%
43,806	42,294	1,512	3.6%	9	TOTAL OPERATING REVENUE	447,410	457,808	(10,398) -2.3%
				10	OPERATING EXPENSES			
15,682	16,098	416	2.6%	11	SALARIES & WAGES	172,066	173,818	1,752 1.0%
5,747	5,851	104	1.8%	12	EMPLOYEE BENEFITS	63,179	65,663	2,484 3.8%
4,774	4,590	(184)	-4.0%	13	SUPPLIES	49,605	50,192	587 1.2%
5,145	5,286	141	2.7%	14	PURCHASED SERVICES & PROF FEES	55,016	57,945	2,929 5.1%
1,252	1,592	340	21.4%	15	INSURANCE, UTILITIES & OTHER	14,831	16,640	1,809 10.9%
3,708	3,521	(187)	-5.3%	16	PROVISION FOR DOUBTFUL ACCOUNTS	34,607	38,130	3,523 9.2%
2,827	2,873	46	1.6%	17	DEPRECIATION	31,119	31,366	247 0.8%
689	775	86	11.1%	18	INTEREST EXPENSE	7,968	8,769	801 9.1%
39,824	40,586	762	1.9%	19	TOTAL OPERATING EXPENSE	428,391	442,523	14,132 3.2%
3,982	1,708	2,274	133.1%	20	OPERATING INCOME (LOSS)	19,019	15,285	3,734 24.4%
9.09%	4.04%			21	OPERATING INCOME MARGIN %	4.25%	3.34%	
				22	NON-OPERATING INCOME & (EXPENSE)			
243	225	18	8.0%	23	INVESTMENT INCOME	2,641	2,443	198 8.1%
(4)	-	(4)	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(112)	-	(112) 0.0%
279	62	217	350.0%	25	RENTAL INCOME, NET	1,887	686	1,201 175.1%
(308)	-	(308)	0.0%	26	AMORTIZATION OF INTANGIBLE ASSETS	(615)	-	(615) 0.0%
-	-	-	0.0%	27	OTHER NON-OPERATING, NET	(594)	-	(594) 0.0%
1,344	1,395	(51)	-3.7%	28	PROPERTY TAX REVENUE	14,804	15,204	(400) -2.6%
206	-	206	0.0%	29	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(2,321)	-	(2,321) 0.0%
1,760	1,682	78	4.6%	30	TOTAL NON-OPERATING INCOME & EXPENSE	15,690	18,333	(2,643) -14.4%
\$ 5,742	\$ 3,390	\$ 2,352	69.4%	31	NET INCOME (LOSS)	\$ 34,709	\$ 33,618	\$ 1,091 3.2%
13.11%	8.02%			32	NET INCOME MARGIN %	7.76%	7.34%	
				33	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 22,226	\$ 18,414	\$ 3,812 20.7%
9.57%	4.72%				NET INCOME MARGIN %	4.97%	4.02%	

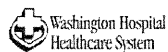
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



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

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS		MAY 2017	AUDITED JUNE 2016	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		MAY 2017	AUDITED JUNE 2016
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 57,705	\$ 38,459	1	CURRENT MATURITIES OF L/T OBLIG	\$ 7,068	\$ 5,056
2	ACCOUNTS REC NET OF ALLOWANCES	63,218	62,580	2	ACCOUNTS PAYABLE	39,959	42,079
3	OTHER CURRENT ASSETS	10,134	8,018	3	OTHER ACCRUED LIABILITIES	58,257	57,095
4	TOTAL CURRENT ASSETS	131,057	109,057	4	INTEREST	9,736	11,321
				5	TOTAL CURRENT LIABILITIES	115,020	115,551
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	141,235	187,431	6	REVENUE BONDS AND OTHER	236,948	204,019
7	GENERAL OBLIGATION BOND FUNDS	79,976	184,470	7	GENERAL OBLIGATION BONDS	340,712	342,546
8	REVENUE BOND FUNDS	46,911	10,441				
9	BOND DEBT SERVICE FUNDS	15,859	25,041	OTHER LIABILITIES			
10	OTHER ASSETS LIMITED AS TO USE	15,461	15,591	10	NET PENSION LIABILITY	43,999	52,960
11	TOTAL ASSETS LIMITED AS TO USE	299,442	422,974	11	WORKERS' COMP	9,018	9,057
				12	SUPPLEMENTAL MEDICAL RETIREMENT	41,708	38,791
13	OTHER ASSETS	154,139	139,895				
14	NET PROPERTY, PLANT & EQUIPMENT	654,390	505,967	14	NET POSITION	460,125	425,416
15	TOTAL ASSETS	<u>\$ 1,239,028</u>	<u>\$ 1,177,893</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,247,530</u>	<u>\$ 1,188,340</u>
16	DEFERRED OUTFLOWS	18,804	27,061	16	DEFERRED INFLOWS	10,302	16,614
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,257,832</u>	<u>\$ 1,204,954</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,257,832</u>	<u>\$ 1,204,954</u>



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

May 2017

12 MONTH AVERAGE	MAY						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
164.8	164.4	161.6	2.8	2%	1	PATIENTS IN HOSPITAL				
7.3	5.0	7.2	(2.2)	-31%	2	ADULT & PEDS AVERAGE DAILY CENSUS	166.8	160.6	6.2	4%
10.3	10.5	10.5	-	0%	3	OUTPT OBSERVATION AVERAGE DAILY CENSUS	7.3	7.2	0.1	1%
182.4	179.9	179.3	0.6	0%	4	WELLBORN NURSERY AVERAGE DAILY CENSUS	10.3	10.7	(0.4)	-4%
4.1	3.0	3.7	(0.7)	-19%	5	TOTAL	184.4	178.5	5.9	3%
5,009	5,096	5,011	85	2%	6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.2	3.8	0.4	11%
1,015	1,090	1,029	61	6%	7	ADULT & PEDS PATIENT DAYS	55,873	53,794	2,079	4%
4.84	4.62	4.87	(0.25)	-5%	8	ADMISSIONS-ADULTS & PEDS	11,218	11,180	38	0%
1.535	1.509	1.566	(0.057)	-4%	9	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.90	4.81	0.09	2%
138	139	142	(3)	-2%	10	OTHER KEY UTILIZATION STATISTICS				
27	33	26	7	27%	11	OVERALL CASE MIX INDEX (CMI)	1.528	1.559	(0.031)	-2%
11	11	12	(1)	-8%	12	SURGICAL CASES				
202	193	257	(64)	-25%	13	JOINT REPLACEMENT CASES	1,515	1,554	(39)	-3%
378	376	437	(61)	-14%	14	NEURO SURGICAL CASES	292	279	13	5%
365	372	365	7	2%	15	CARDIAC SURGICAL CASES	123	114	9	8%
144	156	170	(14)	-8%	16	GENERAL SURGICAL CASES	2,225	2,555	(330)	-13%
6,891	7,217	7,677	(460)	-6%	17	TOTAL SURGICAL CASES	4,155	4,502	(347)	-8%
4,418	4,776	4,558	218	5%	18	TOTAL CATH LAB PROCEDURES	4,044	4,281	(237)	-6%
1,232.0	1,274.4	1,228.8	(45.6)	-4%	19	DELIVERIES	1,582	1,688	(106)	-6%
180.0	136.0	182.4	46.4	25%	20	OUTPATIENT VISITS	75,520	81,214	(5,694)	-7%
1,412.0	1,410.4	1,411.2	0.8	0%	21	EMERGENCY VISITS	48,967	48,809	158	0%
5.57	5.75	5.70	(0.05)	-1%	22	LABOR INDICATORS				
6.40	6.36	6.54	0.18	3%	23	PRODUCTIVE FTE'S	1,237.1	1,240.0	2.9	0%
						NON PRODUCTIVE FTE'S	177.3	187.6	10.3	5%
						TOTAL FTE'S	1,414.4	1,427.6	13.2	1%
						PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.47	5.73	0.26	5%
						TOTAL FTE/ADJ. OCCUPIED BED	6.26	6.60	0.34	5%

* included in Adult and Peds Average Daily Census

**RESOLUTION NO. 1182
BUDGET ESTIMATE
FY 2017-2018**

BE IT RESOLVED, that the following be, and the same is hereby adopted as the estimate of the Board of Directors as the amount of money required for the Fiscal Year 2017-2018:

SALARIES, WAGES & BENEFITS	\$274,839,000
SUPPLIES & SERVICES	121,875,000
INSURANCE & UTILITIES	6,413,000
PROVISION FOR CHARITY & DOUBTFUL ACCOUNTS	37,836,000
RESERVES – DEPRECIATION	34,324,000
FIXED ASSETS	11,112,000
REVENUE BOND PRINCIPAL & INTEREST	17,920,000
GENERAL OBLIGATION BOND PRINCIPAL & INTEREST	16,249,000
RESERVES – CAPITAL & OPERATIONS	<u><1,600,000></u>
TOTAL	<u>\$518,968,000</u>

AND, BE IT FURTHER RESOLVED that WASHINGTON TOWNSHIP HEALTH CARE DISTRICT shall, for the benefit of the communities served by the District, continue to financially support WASHINGTON TOWNSHIP HOSPITAL DEVELOPMENT CORPORATION in its operations to promote the charitable and community service mission of the District.

PASSED AND ADOPTED by the Board of Directors of WASHINGTON TOWNSHIP HEALTH CARE DISTRICT this 12th day of July, 2017, by the following vote:

AYES: Directors Nicholson, Stewart, Wallace, Danielson

NOES:

ABSENT: Director Eapen

WILLIAM NICHOLSON, MD
President of the Washington Township
Health Care District Board of Directors

PATRICIA DANIELSON, RHIT
Secretary of the Washington Township
Health Care District Board of Directors