



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, August 10, 2016 – 6:00 P.M.
Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|---|--|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | Michael Wallace
Board Member |
| II. ROLL CALL | Christine Flores
District Clerk |
| III. EDUCATION SESSION: | |
| Washington Hospital Employee Association (WHEA) | Angus Cochran
Chief of Community Support Services |
| IV. CONSIDERATION OF MINUTES | |
| July 13, 18, 25, and 27, 2016 | <i>Motion Required</i> |
| V. COMMUNICATIONS | |
| A. Oral | |
| B. Written | |
| From Kranthi Achanta, MD Chief of Staff, dated July 25, 2016 requesting approval of Medical Staff Credentialing Action Items. | <i>Motion Required</i> |
| VI. INFORMATION | PRESENTED BY: |
| A. Service League Report | Debbie Jackson
Service League President |
| B. Medical Staff Report | Kranthi Achanta, MD
Chief of Staff |
| C. Hospital Calendar | Nancy Farber
Chief Executive Officer |

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|----|--|--|
| D. | Lean/Kaizen Update | Kimberly Hartz
Senior Associate Administrator
Donald Pipkin
Chief of Strategic Management |
| E. | Construction Report | Ed Fayen
Senior Associate Administrator |
| F. | Quality Report
Infection Prevention at Washington
Hospital: Preventing Clostridium Difficile
Infections | Mary Bowron, DNP, RN, CIC
Senior Director of Quality &
Resource Management |
| G. | Finance Report | Chris Henry
Associate Administrator and
Chief Financial Officer |
| H. | Hospital Operations Report | Nancy Farber
Chief Executive Officer |

VII. ACTION

- A. Consideration of Resolution No. 1171,
Renovation of 2500 to WTMF Offices Projects

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. Report involving a trade secret pursuant to Health & Safety Code section 32106
New Program
Estimated date of public disclosure: August 2017

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

Michael Wallace
Board Member

X. ADJOURNMENT

Michael Wallace
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, July 13, 2016 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:00p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kranthi Achanta; Chief of Medical Staff; Debbie Jackson; Service League 1st President; Colleen Doerr, Senior Executive Assistant II

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

Nancy Farber, Chief Executive Officer introduced Moses Taghioff, MD, FACS, FAANS. Dr. Taghioff presented the Graduating Neurosurgery Residents Keynote Speech, Cleveland Clinic – June 2016. Dr. Taghioff was requested to give the Gardner Lecture to the graduating Senior Residents from the Cleveland Clinic Department of Neurosurgery. The Gardner Lecture is named for the second Chairman of the Department of Neurosurgery at the Cleveland Clinic, James Gardner, M.D., who was in that position for thirty-five years and responsible for many modern advances in neurosurgery. Originally, prominent chairmen from neurosurgery programs all over the country are invited each year to speak to the graduating Senior Residents. Starting about a decade ago, distinguished alumni of the neurosurgery training program at the Cleveland Clinic were invited to give the annual Gardner Lecture. Dr. Taghioff shared The Genius of Gardner which included his interest in trigeminal neuralgia treatment, treatment of C-C Fistulae, treatment of hemi facial spasm, and intradural steroids for sciatica as well as his personal life.

*EDUCATION SESSION:
Graduating Neurosurgery
Residents Keynote
Speech, Cleveland Clinic
– June 2016*

Director Nicholson moved for approval of the minutes of June 8, 14, 15, 20, 27, and 30, 2016.

*APPROVAL OF
MINUTES OF JUNE 8,
14, 15, 20, 27, AND 30,
2016*

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

There were no oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Kranthi Achanta, Chief of Staff, dated June 27, 2016 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:
WRITTEN*

Appointments:

Alvarez, Marcos, MD; Doshi, Neeti, MD; Hein, Lance, PA-C; Luh, George, MD; Maguire, Stephanie, PA-C; Sehgal, Seema, MD; Woomer, Bethany, MD; Zhou-Stine, Ming, MD

Temporary Privileges:

Maguire, Stephanie, PA-C; Hein, Lance, PA-C

Reappointments:

Asfour, Fareed Ramzi, MD; Becker, Robert, MC; Bell, David, MD; Boyer, Barbara, DO; Eichbaum, Eldan, MD; Eriksen, Leif, MD; Frey, Marietta, MD; Herscu, Gabriel, MD; HO, Helen, MD; Jha, Ritesh, MD; Kong, Li Kuo, MD; Kunwar, Sandeep, MD; Lee, Jay, MD; Leiphart, Victoria, MD; Lenchner, Jeffrey, MD; McCabe, Robert, MD; McGuire, James, MD; McMillan, Donna, MD; Monticelli, Alisa, MD; Patel, Hemant, MD; Rose, Jack, MD; Sun, Yao, MD; Treynnor, Elizabeth, MD; Unson, Dennis, MD; Walther, Ako, MD; Wang, Sean, MD; Yun, Romy, MD

Transfer in Staff Category:

Ho, Helen, MD; McMillan, Donna, MD

Completion of Proctoring & Advancement in Staff Category:

Goldberg, Roger, MD; Janmohamed, Munir, MD; Multani, Kuljeet, MD; Tafti, Mona, MD; Ravid, Noga, MD

New Privilege Requests

Swan, Megan, MD; Nguyen, Christopher, MD

Delete Privilege Requests

Asfour, Fareed, MD; Ho, Helen, MD; Lee, Jay, MD; Lenchner, Jeffrey, MD; McCabe, Robert, MD; McMillan, Donna, MD; Swan, Megan, MD; Walther, Ako, MD

Dr. Achanta noted that the delete privilege requests for Asfour, Fareed, MD and Ho, Helen, MD should be changed to procedures.

Resignations:

Bersch, Keith, PA-C; Gandhi, Nainesh, MD; Hoang, Sylvia, MD; Lin, John, MD; Navarro, Ricardo, MD; Sarpel, Dost, MD; Sethi, Rajni, MD

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

Director Danielson seconded the motion.

Roll call was taken:

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

The motion carried.

Debbie Jackson, Service League President presented the Service League Report. Ms. Jackson shared that in the month of June, the Service League hosted it's Ice Cream Social honoring Volunteers who have reached landmark hours of volunteering. Louis Fernandez was honored for his 16,500 hours of service as well as numerous other volunteers. The Gift Shop managers Joyce Wallace and Linda Orr resigned last month after serving many years. At the present, they are in the planning stages to assure that the Gift Shop continues to operate and be open for the hospital. A meeting of the Gift Shop Task Force was held on July 8th.

*SERVICE LEAGUE
REPORT*

Dr. Kranthi Achanta reported there are 573 Medical Staff members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

On Saturday, June 11th, Washington Hospital participated in the Fremont Police Safety Fair. The event featured safety booths, activities for children, crime prevention seminars, child safety seat inspections and more. Washington Hospital provided blood pressure screenings along with health and nutrition information. 58 people received blood pressure screenings and over 400 people attended the event.

On Saturday, June 25th, Dr. Ash Jain, cardiologist, and Dr. John Thomas Mehigan, vascular surgeon, screened community members for Peripheral Vascular Disease. This free screening included a Doppler study of the circulation in the legs and an interpretation of results. This event was co-sponsored by Fremont Bank Foundation. A total of 98 people were screened. Of the 98, 7 were found to have possible arterial disease and 18 were found to have other vascular issues requiring follow up.

On Monday, June 27th, as part of the Speaker's Bureau, Dr. Victoria Leiphart, gynecologist, presented "Stress Management" to the Parkinson's Support Group at the Fremont Senior Center; 15 people attended.

On Tuesday, June 28th, as a follow up from the Peripheral Vascular screening, Dr. John Thomas Mehigan, vascular surgeon, and Dr. Gabriel Herscu, vascular and endovascular surgeon, presented "Pain When You Walk? It Might Be PVD"; 37 people attended.

On Monday July 4th, representatives from Washington Township Healthcare District Board of Directors, the Washington Hospital Service League, and the Washington Hospital Employee Association participated in the annual City of Fremont 4th of July parade. The Washington Hospital float took 2nd place in the category of "Commercial & Professional Float."

The 2016 Central Park Summer Concert Series kicked off on Thursday, July 7th. 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 Tuesday, July 12th Dr. Mary Maish, thoracic surgeon, presented "Learn the Latest Treatment Options for Gastroesophageal Reflux Disease, also known as GERD"; 40 people attended.

Upcoming Health Promotions & Community Outreach Events

On Saturday, July 16th Washington Hospital and the Taylor McAdam Bell Neurosciences Institute will host the Advances in Neurosciences Eighth Bay Area 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.

On Tuesday, July 19th from 6:30 to 8:00 pm, as part of the Palliative Care Community Presentations, Dr. Vandana Sharma, oncologist, will moderate the "Palliative Care Demystified" panel discussion. The Palliative Care Community Presentations is a three-part series designed to educate and demystify Palliative Care. Palliative care is about treating the physical, emotional, social and spiritual needs of the patient and their family.

On Thursday, July 21st from 6:00 to 8:00 pm, Dr. Sunil Dhawan, dermatologist, will present "The Sun, the Beauty, or the Beast."

Also on Thursday, July 21st from 7:00 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Strong Women: Strong Bones." The presentation includes bone density screenings for osteoporosis.

On Tuesday, August 2nd, from 6:00 to 8:00 pm, as part of the Stroke Education Series, Dr. Ash Jain, cardiologist, and Melissa Reyes, RN, will present "Acute Management of Stroke" and "Chronic Care and Stroke Rehabilitation."

On Wednesday, August 3rd from 6:30 to 8:00 p.m., as part of the Washington Sports Medicine and Washington Outpatient Rehab Center bimonthly education series, Dr. Steven Zonner, family practice and sports medicine specialist, will present "Big Changes in Concussion Care: What You Don't Know Can Hurt You."

Washington Hospital Healthcare Foundation Report

On Saturday, October 8th, the Washington Hospital Healthcare Foundation will host the 30th annual Top Hat dinner dance. This year's gala will be chaired by Marlene Weibel, Dr. Albert Brooks and Dr. Elizabeth Kurkjian.

*HOSPITAL CALENDAR:
Washington Hospital
Foundation Report*

The trustees of the Foundation have designated the proceeds from this year's Top Hat gala towards a new Prenatal Diagnostic Center, which will provide much needed service to expecting mothers, especially those who are high-risk. The Center will provide exceptional benefits to our community, including decreasing instances of low birth weight, improving pregnancy outcomes and improving newborn and infant health. Additionally, it will enable many high-risk expecting mothers to deliver at Washington Hospital without having to travel outside the District for this specialized service.

The Washington Township Healthcare District Board of Directors Report

The Washington Township Healthcare District Board Members attended the Newark Chamber of Commerce's Celebrating Business Luncheon on Monday, June 28th.

*HOSPITAL CALENDAR:
The Washington
Township Healthcare
District Board of
Directors Report*

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

On Monday, June 20th WHEA hosted an American Red Cross Blood Drive. 35 employees registered and 32 pints of blood were collected. This is a record high for WHEA blood drives. The next blood drive will be held on, Friday, September 23rd at Washington West

*HOSPITAL CALENDAR:
Washington Hospital
Employee Association,
W.H.E.A.*

On Friday, July 1st WHEA provided Nursing Services clothing items for indigent patients. At times patients arrive in clothing that must be discarded after treatment resulting with nothing to wear when discharged. Clothing items included tee shirts, sweat pants, undergarments, socks and sandals.

On Friday, July 8th WHEA donated 24 tickets to the staff members of Abode Services for the San Francisco Giant's vs. Arizona Diamondbacks game on July 9th in appreciation of their work to support the community they serve.

From July 11 – 18th WHEA will host a Food Drive to benefit those served at ABODE Services. ABODE provided a list of non-perishable items that are needed to re-stock pantries in various locations.

From July 18 – August 12 WHEA will have a Back Pack Challenge for the Back to School drive. Each department is asked to donate items to fill a back pack for a student in need. The students range from kindergarten to college. Items collected will be donated by WHEA to Abode and SAVE.

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

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

*HOSPITAL CALENDAR:
Washington On Wheels
Mobile Health Van*

Washington On Wheels kicked off the Summer's free glucose screenings at the Fremont Main Library, Centro De Servicios in Union City, and at all other scheduled sites. W.O.W. provided 151 screenings in June and of those 22 people tested had higher than normal glucose levels. They are undergoing further testing and treatment for Diabetes.

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of June was 186.

Internet Marketing

There were over 27,829 visits to the hospital website in the month of June. The hospital's Employment section was the most viewed webpage with 16,516 page views, followed by the Physicians section with 8,767 page views. The About WHHS section had 8,459 page views. The Volunteers section had 4,422 page views and the Women's Health and Pregnancy section had 1,875 page views.

*HOSPITAL
CALENDAR:
Internet Report*

InHealth - Channel 78

During the month of June, Washington Hospital's cable channel 78, InHealth, captured new programming including a Health and Wellness Program titled "Pain When You Walk? It Might be PVD," a Sports Medicine Program called "Think Running is a Pain? It Doesn't Have to Be," and a Diabetes Matters program titled "Diabetes Roundtable Discussion."

*HOSPITAL
CALENDAR:
InHealth*

In addition, InHealth aired the "Inside Washington Hospital: Advanced Treatment of Aneurysms" and the June Board of Directors meeting.

Awards and Recognitions

The American Shared Hospital Services, a leading provider of technology solutions for advanced radiosurgical and radiation therapy services, awarded the 2016 Leksell Gamma Knife Society Pioneer Award to Dr. David Larson, radiation oncologist.

*HOSPITAL
CALENDAR:
Awards and
Recognitions*

The Leksell Gamma Knife Society Pioneers in Radiosurgery Award is bestowed upon researchers who have consistently pioneered new approaches and methods that enhance the results of Gamma Knife surgery. According to AMS Chairman and Chief Executive Officer Dr. Ernest A. Bates, "Dr. Larson is widely recognized for seminal contributions to radiosurgery. He was among the first to suggest that radiosurgery alone could be adequate for the treatment of brain metastases." He also says that the award recognizes Dr. Larson's lifetime of accomplishments and his dramatic impact on the field of radiation oncology.

Dr. Larson serves as co-medical director of the Taylor McAdam Bell Neuroscience Institute's Gamma Knife Program and is a professor emeritus of Radiation Oncology at the University of California, San Francisco.

Employee of the Month

Rochelle Evans has been a part of the Washington Medical Imaging Services Team since she joined the Hospital 13 years ago. She started as a per diem clerk and was offered a full-time position shortly after, because of her proven work ethic. Over the years, Rochelle has grown professionally, including most recently, accepting an offer to receive DEXA certification training. Today, she is the DEXA technician and is the Informatics Specialist who troubleshoots both the department's RIS and PACS applications. Rochelle is an outstanding employee who promotes the Patient First Ethic on a daily basis. Rochelle is a resident of San Leandro and enjoys spending her free time with family and friends, which include her nieces and nephews, who she adores. She is also a traveling fanatic who has traveled throughout the country. Later this year, she is traveling internationally and will be visiting Thailand for the first time. Rochelle is a big Warriors fan who attended many games this season, including away games out of state.

*HOSPITAL
CALENDAR: Employee
of the Month – Rochelle
Evans*

Nancy Farber, Chief Executive Officer introduced Brenda Brennan, Emergency Services Administrator and Khoi Lam, MD, Emergency Room Physician. Ms. Brennan and Dr. Lam presented the Emergency Department Lean Journey FY 2016. Ms. Brennan provided background on the Emergency Department Lean Journey

*LEAN/KAIZEN
UPDATE*

noting with recent changes in the healthcare system, the annual volume of Emergency Department (ED) visits and severity of patients seen has risen nationwide. Washington Hospital's ED has had a 20% increase in patients over the last decade. Dr. Lam shared the Lean Vision which includes: committing to the Patient First Ethic and improving patient experience, understand current processes, creating a value stream map which enables us to analyze the current state, identifying wastes and employ Lean tools to improve process and redesigning processes based on the desired future state. Dr. Lam shared each of the following areas and discussed what each area was: Value Stream Mapping, 5S Organization of Work Space, Arrival, Registration, Triage, Care Coordination: Screening to Disposition, Care Coordination: Room to Disposition, Emergency Department/Inpatient Admission, and the Financial Registration Process. Dr. Lam continued by providing a summary of overall gains for Fiscal Year 2016 which included: recognition that success is the Emergency Department Lean journey, was only achieved by collaborative efforts of the entire organization, improved patient experience, standardized tools and processes, and empowerment and active involvement of employees in improving, quality of care, patient safety, staff satisfaction and cost effectiveness.

Nancy Farber, Chief Executive Officer introduced Ed Fayen, Senior Associate Administrator. Mr. Fayen presented the construction update on the parking garage and the Morris Hyman Critical Care Pavilion. Mr. Fayen shared photos of the power washing being done on the 2nd level of the parking garage as well as the drywall in the Bart building. Mr. Fayen also shared photos of the North Side of the bio retention area, planters and sidewalk on the south side, and the southern and eastern elevations. Mr. Fayen went on to share progress on the Morris Hyman Critical Care Pavilion. Photos of the future lab/server test room on the ground floor and the first floor framing, fireproofing, floor penetrations and fire sprinklers were shared. Photos of the atrium area levels 4 to 1 and a site view of Phase 2 were shared.

*CONSTRUCTION
REPORT
Construction Update*

Nancy Farber, Chief Executive Officer introduced Mary Bowron, Senior Director of Quality & Resource Management. Ms. Bowron reported on Optimizing Quality and Patient Experience in Neonatal Care. In 2014, Washington Hospital strategically partnered with UCSF to open a Level II Special Care Nursery. Washington Hospital has the only intermediate infant intensive care unit in the Tri-City area. The goal is to support the Washington Hospital community and provide seamless transition in care for infants requiring higher level of services, at the local level and to provide specialized and nurturing care at the highest quality for infants born early or with special needs. Recovering newborns, premature babies and those who require specialized care and hospitalization will receive this care. For babies requiring a higher level of care, emergency treatment is provided to stabilize before being transferred to UCSF Benioff. Ms. Bowron continued by sharing the program structure, quality improvement initiatives, measuring quality: improved respiratory support, patient experience, patient history, and outcomes of patient experience.

*QUALITY REPORT:
Optimizing Quality and
Patient Experience in
Neonatal Care*

Chris Henry, Chief Financial Officer, presented the Finance Report for May 2016. The average daily census was 151.3 with admissions of 1,029 resulting in 4,691 patient days. Outpatient observation equivalent days were 246. The average length

FINANCE REPORT

of stay was 4.47 days. The case mix index was 1.479. Deliveries were 177. Surgical cases were 411. Joint Replacement cases were 137. Neurosurgical cases were 24. Cardiac Surgical cases were 12. The Outpatient visits were 7,212 and Emergency visits were 4,554. Total productive FTEs were 1,255.8. FTEs per adjusted occupied bed were 6.82.

Ms. Farber presented the Hospital Operations Report for June. Preliminary information indicated inpatient revenue for the month of June at approximately \$161,100,000; government sponsored patient revenue made up 69.9% of total gross revenue. There were 956 patient admissions with an Average Length of Stay of 4.39 and patient days of 4,232. There were 332 Cath Lab procedures and 380 surgical cases at the Hospital. Deliveries for June were 151. Non-Emergency Outpatient visits were 7,173. FTEs per Adjusted Occupied Bed were 6.31. The clinics saw approximately 3,582 patients.

*HOSPITAL
OPERATIONS REPORT*

In accordance with Health & Safety Code Sections 1461, 1462, and 32106 and Government Code Section 54954.6(h). Director Wallace adjourned the meeting to closed session at 8:04p.m. as the discussion pertained to Hospital trade secrets, human resources matters and risk management.

*ADJOURN TO CLOSED
SESSION*

Director Wallace reconvened the meeting to open session at 9:03p.m. and reported no action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Wallace adjourned the meeting at 9:04p.m.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, July 18, 2016 in the Anderson C Auditorium, 2500 Mowry Avenue, Fremont, California. Director Wallace 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: Michael Wallace, William Nicholson, MD; Bernard Stewart, DDS; Patricia Danielson, RHIT
Excused: Jacob Eapen, MD

ROLL CALL

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; Tina Nunez, Associate Administrator; Bryant Welch, Associate Administrator; Christine Flores, District Clerk; Paul Kozachenko, Gabriel Herscu, MD; Alex Sah, MD; Robert Alfieri

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Wallace adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to Hospital trade secrets, Human Resources matters and Risk Management.

ADJOURN TO CLOSED SESSION

Director Wallace reconvened the meeting to open session at 7:50 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 Wallace adjourned the meeting at 7:51 p.m.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, July 25, 2016 in the Fremont Conference Room, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 7:30 a.m.

*CALL
TO
ORDER*

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

*ROLL
CALL*

Also present: Nancy Farber, Chief Executive Officer; Timothy Tsoi, Peter Lunny, MD; Jan Henstorf, MD; John Romano, MD; Albert Brooks, MD

There were no oral or written communications.

COMMUNICATIONS

Director Nicholson adjourned the meeting to closed session at 7:30 a.m. as the discussion pertained to Medical Audit and Quality Assurance Matters pursuant to Health & Safety Code Sections 1461 and 32155.

*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 8:30 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 8:30 a.m.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, July 27, 2016 in the Anderson C Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:05 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; Patricia Danielson, RHIT
Excused: Michael Wallace, Jacob Eapen, MD

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior Associate Administrator; Ed Fayen, Senior Associate Administrator; Bryant Welch, Associate Administrator, Tina Nunez, Associate Administrator, Chris Henry, Associate Administrator; Stephanie Williams, Associate Administrator; Christine Flores, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

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 6:06 p.m., as the discussion pertained to Hospital trade secrets.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 6:31 p.m. and reported no reportable action was taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

In accordance with District Law, Policies and Procedures, Director Danielson moved the Chief Executive Officer be authorized to enter into the necessary contracts and proceed with the purchase of the two hematology analyzers for a total amount not to exceed \$154,251. This item was included in the Fiscal Year 2017 Fixed Asset Capital Budget.

CONSIDERATION OF HEMATOLOGY ANALYZERS

Director Stewart seconded the motion.

Roll call was taken:

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

The motion carried.

There being no further business, Director Nicholson adjourned the meeting at 6:33 p.m.

ADJOURNMENT

Michael Wallace
President

Patricia Danielson, RHIT
Secretary



Memorandum

DATE: July 18, 2016
TO: Nancy Farber, Chief Executive Officer
FROM: Ed Fayen, Sr. Associate Administrator
SUBJECT: Renovation of 2500 to WTMF Offices

We have developed a plan for the second floor of the 2500 Mowry building (Washington West) to become medical offices for WTMF physicians. This has been communicated to the Board of Directors at a previous meeting. This conversion includes not only medical offices, but the relocation of the Washington Urgent Care, the development of an outpatient pharmacy, and adjustments to parking spaces, etc.

At this point in time, we are requesting approval of the design fees for the WTMF offices on the second floor from schematic design through permitting. We anticipate completing this design for a total of \$1,870,564. The design work will be completed by ABA Architects, the firm that designed the outpatient Infusion Center.

In addition, we are requesting construction costs (to include design fees) for the relocation of the Washington Urgent Care from the second floor to the first floor in the location of the current Community Resource Library. We anticipate this project being completed for a budget of \$1,626,528.

We anticipate the completion of the Washington Urgent Care relocation before the end of the fourth quarter of CY17. We anticipate the completion of the design documents and permits from the City of Fremont for the WTMF Offices to be completed by July 2017.

I am recommending that the Board of Directors adopt Resolution # 1171 which will provide for the design fees for the Renovation of 2500 to WTMF Offices for an amount not to exceed \$1,870,564 and the relocation of the Fremont Clinic for an amount not to exceed \$1,626,528.

In accordance with District Law, Policies and Procedures, please approve this project to include the authorization for completion of construction documents by the Hospital design firm and the authorization by the Secretary of the Board of Directors to accept bids for the relocation of the Washington from firms that have pre-qualified to bid on WHHS projects as a result of a publicly advertised pre-qualification process.

RESOLUTION NO. 1171
RENOVATION OF 2500 TO WTMF OFFICES PROJECTS

WHEREAS, in the judgment of the Board of Directors of the WASHINGTON TOWNSHIP HEALTH CARE DISTRICT of Alameda County, State of California, it is necessary to secure a contract or contracts for the **RENOVATION OF 2500 TO WTMF OFFICES PROJECTS**, as specified on property owned by the WASHINGTON TOWNSHIP HEALTH CARE DISTRICT at 2500 Mowry Avenue, in the city of Fremont, County of Alameda, in accordance with the plans, specifications and related documents for the same, all of which are on file at Washington Hospital, 2500 Mowry Avenue, City of Fremont, County of Alameda, State of California.

NOW, THEREFORE, BE IT RESOLVED, that the Secretary of the Board of Directors be, and is hereby authorized to approve bids for the **RELOCATION OF WASHINGTON URGENT CARE TO THE FIRST FLOOR OF WASHINGTON WEST**, from firms that have been pre-qualified to bid on WHHS projects as a result of a publicly advertised pre-qualification process. **IN ADDITION, NOW, THEREFORE, BE IT RESOLVED**, that the Secretary of the Board of Directors be, and is hereby authorized to approve the design fees for the movement of WTMF offices on the second floor of the 2500 Mowry building (Washington West).

Passed and adopted by the Board of Directors of Washington Township Health Care District this 10th day of **August, 2016**, by the following vote:

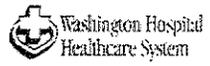
AYES:

NOES:

ABSENT:

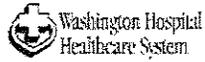
Michael Wallace
President of the Washington Township
Health Care District Board of Directors

Patricia Danielson, RHIT
Secretary of the Washington Township
Health Care District Board of Directors



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

June 2016



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
June 2016**

<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: August 5, 2016
TO: Board of Directors
FROM: Nancy Farber
SUBJECT: Washington Hospital – June 2016
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. **Utilization – Schedule Board 3**

<u>ACUTE INPATIENT:</u>	<u>June Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	141.1	154.3	156.2
# of Admissions	956	1,014	1,015
Patient Days	4,232	4,629	4,765
Discharge ALOS	4.39	4.57	4.63
<u>OUTPATIENT:</u>	<u>June Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,173	7,871	7,117
ER Visits	4,054	4,391	4,403
Observation Equivalent Days – OP	209	263	243

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

2. Staffing – Schedule Board 3

Total paid FTEs were 21.7 below budget. Total productive FTEs for June were 1,169.4, 60.0 below the budgeted level of 1,229.4. Nonproductive FTEs were 38.3 above budget. Productive FTEs per adjusted occupied bed were 6.11, 0.27 above the budgeted level of 5.84. Total FTEs per adjusted occupied bed were 7.21, 0.55 above the budgeted level of 6.66.

3. Income - Schedule Board 1

For the month of June the Hospital realized a gain of \$4,720,000 from operations.

Total Gross Patient Service Revenue of \$161,122,000 for June was 5.3% below budget.

Deductions from Revenue of \$120,322,000 represented 74.68% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 77.06%.

Total Operating Revenue of \$41,934,000 was \$2,730,000 (7.0%) above the budget.

Total Operating Expense of \$37,214,000 was \$26,000 (0.1%) above the budgeted amount.

The Total Non-Operating Gain of \$2,342,000 for the month of June includes an unrealized gain on investments of \$1,038,000 and property tax revenue of \$1,364,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for June was \$7,062,000, which was \$3,550,000 more than the budgeted gain of \$3,512,000.

The Total Net Gain for June 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 \$4,660,000 compared to a budgeted gain of \$2,148,000.

4. Balance Sheet – Schedule Board 2

In the month of June, the following activities resulted in significant changes to various balance sheet amounts:

Bond Debt Service Funds increased by \$45.5 million in June. Of this amount, \$8.5 million was deposited to fund Revenue bond principal and interest payments due on July 1. The remaining \$37 million was related to the refinancing of the outstanding 2006 General Obligation (G.O.) bonds to take advantage of extremely low current market interest rates. The present value of the interest savings, as a result of reducing the interest rate from 4.48 percent to 2.59 percent, is approximately \$5.8 million over the remaining life of the bonds. The bond payoff amount was pre-funded in June and will be held in escrow until the call date of August 1.

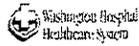
General Obligation Bond Liabilities increased by \$34.5 million with the issuance of the 2016 G.O. Bonds associated with the refinancing. Bond Debt Service Funds and G.O. Bond Liabilities will both decrease by approximately \$37 million when the 2006 G.O. bonds are called on August 1.

Amounts reflected in Deferred Outflows and Deferred Inflows increased by \$13 million and \$10 million, respectively, based on the annual actuarial valuation of the Retirement Plan which was completed as of June 30. These amounts will be amortized as components of pension expense in future years.

There were no other noteworthy changes in assets and liabilities when compared to May 2016.

NANCY FARBER
Chief Executive Officer

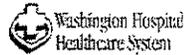
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WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
 June 2016
 GASB FORMAT
 (In thousands)

JUNE				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				1	OPERATING REVENUE			
\$ 118,766	\$ 124,796	\$ (6,030)	-4.8%	2	INPATIENT REVENUE	\$ 1,493,450	\$ 1,501,442	\$ (7,992) -0.5%
42,356	45,371	(3,015)	-6.6%	3	OUTPATIENT REVENUE	532,800	552,638	(19,838) -3.6%
161,122	170,167	(9,045)	-5.3%	4	TOTAL PATIENT REVENUE	2,026,250	2,054,080	(27,830) -1.4%
(120,322)	(131,134)	10,812	8.2%	5	CONTRACTUAL ALLOWANCES	(1,555,177)	(1,580,650)	25,473 1.6%
74.68%	77.06%			6	CONTRACTUAL AS % OF REVENUE	76.75%	76.95%	
40,800	39,033	1,767	4.5%	7	NET PATIENT REVENUE	471,073	473,430	(2,357) -0.5%
1,134	171	963	563.2%	8	OTHER OPERATING INCOME	5,159	3,758	1,401 37.3%
41,934	39,204	2,730	7.0%	9	TOTAL OPERATING REVENUE	476,232	477,188	(956) -0.2%
				10	OPERATING EXPENSES			
18,489	14,187	(4,302)	-30.3%	11	SALARIES & WAGES	179,828	175,856	(3,972) -2.3%
1,267	5,540	4,273	77.1%	12	EMPLOYEE BENEFITS	65,042	67,591	2,549 3.8%
4,321	4,131	(190)	-4.6%	13	SUPPLIES	51,179	50,731	(448) -0.9%
4,265	4,759	494	10.4%	14	PURCHASED SERVICES & PROF FEES	55,962	58,980	3,018 5.1%
1,372	1,441	69	4.8%	15	INSURANCE, UTILITIES & OTHER	15,246	17,186	1,940 11.3%
4,176	3,401	(775)	-22.8%	16	PROVISION FOR DOUBTFUL ACCOUNTS	41,817	41,841	24 0.1%
2,756	2,921	165	5.6%	17	DEPRECIATION	33,165	33,184	19 0.1%
568	808	240	29.7%	18	INTEREST EXPENSE	9,540	9,749	209 2.1%
37,214	37,188	(26)	-0.1%	19	TOTAL OPERATING EXPENSE	451,779	455,118	3,339 0.7%
4,720	2,016	2,704	134.1%	20	OPERATING INCOME (LOSS)	24,453	22,070	2,383 10.8%
11.26%	5.14%			21	OPERATING INCOME MARGIN %	5.13%	4.63%	
				22	NON-OPERATING INCOME & (EXPENSE)			
244	55	189	343.6%	23	INVESTMENT INCOME	2,919	2,713	206 7.6%
4	0	4	0.0%	24	REALIZED GAIN/(LOSS) ON INVESTMENTS	(48)	0	(48) 0.0%
83	77	6	7.8%	25	RENTAL INCOME, NET	888	930	(42) -4.5%
(391)	0	(391)	0.0%	26	OTHER NON-OPERATING, NET	(1,568)	(966)	(602) -62.3%
1,364	1,364	0	0.0%	27	PROPERTY TAX REVENUE	15,789	15,788	1 0.0%
1,038	0	1,038	0.0%	28	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	996	0	996 0.0%
2,342	1,496	846	56.6%	29	TOTAL NON-OPERATING INCOME & EXPENSE	18,976	18,465	511 2.8%
\$ 7,062	\$ 3,512	\$ 3,550	101.1%	30	NET INCOME (LOSS)	\$ 43,429	\$ 40,535	\$ 2,894 7.1%
16.84%	8.96%			31	NET INCOME MARGIN %	9.12%	8.49%	
\$ 4,660	\$ 2,148	\$ 2,512	116.9%	32	NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ 26,644	\$ 24,747	\$ 1,897 7.7%
11.11%	5.48%				NET INCOME MARGIN %	5.59%	5.19%	

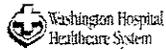
**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



**WASHINGTON HOSPITAL
BALANCE SHEET**
June 2016
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			JUNE 2016	AUDITED JUNE 2015	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			JUNE 2016	AUDITED JUNE 2015
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 38,459	\$ 19,275	1	CURRENT MATURITIES OF L/T OBLIG	\$ 6,166	\$ 5,995	
2	ACCOUNTS REC NET OF ALLOWANCES		62,580	61,503	2	ACCOUNTS PAYABLE	42,079	28,024	
3	OTHER CURRENT ASSETS		8,018	6,713	3	OTHER ACCRUED LIABILITIES	57,095	49,107	
4	TOTAL CURRENT ASSETS		<u>109,057</u>	<u>87,491</u>	4	INTEREST	12,005	9,872	
					5	TOTAL CURRENT LIABILITIES	<u>117,345</u>	<u>92,998</u>	
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		187,431	184,164	6	REVENUE BONDS AND OTHER	204,019	208,626	
7	GENERAL OBLIGATION BOND FUNDS		184,470	121,657	7	GENERAL OBLIGATION BONDS	377,616	197,346	
8	REVENUE BOND FUNDS		10,441	10,390					
9	BOND DEBT SERVICE FUNDS		61,905	21,349	OTHER LIABILITIES				
10	OTHER ASSETS LIMITED AS TO USE		15,591	15,112	10	NET PENSION LIABILITY	52,960	66,440	
11	TOTAL ASSETS LIMITED AS TO USE		<u>459,838</u>	<u>352,672</u>	11	WORKERS' COMP	9,057	8,609	
					12	SUPPLEMENTAL MEDICAL RETIREMENT	38,791	36,523	
13	OTHER ASSETS		139,895	122,848					
14	NET PROPERTY, PLANT & EQUIPMENT		505,967	416,245	14	NET POSITION	425,416	381,987	
15	TOTAL ASSETS		<u>\$ 1,214,757</u>	<u>\$ 979,256</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,225,204</u>	<u>\$ 992,529</u>	
16	DEFERRED OUTFLOWS		27,061	24,472	16	DEFERRED INFLOWS	16,614	11,199	
17	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,241,818</u>	<u>\$ 1,003,728</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,241,818</u>	<u>\$ 1,003,728</u>	



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

June 2016

12 MONTH AVERAGE	JUNE						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
<u>PATIENTS IN HOSPITAL</u>										
156.2	141.1	154.3	(13.2)	-9%	1	ADULT & PEDS AVERAGE DAILY CENSUS	156.2	159.4	(3.2)	-2%
8.0	7.0	8.8	(1.8)	-20%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.0	8.8	(0.8)	-9%
10.9	10.7	10.9	(0.2)	-2%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	10.9	11.0	(0.1)	-1%
175.1	158.8	174.0	(15.2)	-9%	4	TOTAL	175.1	179.2	(4.1)	-2%
3.9	3.8	3.4	0.4	12%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.9	3.4	0.5	15%
4,765	4,232	4,629	(397)	-9%	6	ADULT & PEDS PATIENT DAYS	57,174	58,352	(1,178)	-2%
1,015	956	1,014	(58)	-6%	7	ADMISSIONS-ADULTS & PEDS	12,185	12,441	(256)	-2%
4.63	4.39	4.57	(0.18)	-4%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.63	4.68	(0.05)	-1%
<u>OTHER KEY UTILIZATION STATISTICS</u>										
1.525	1.619	1.503	0.116	8%	9	OVERALL CASE MIX INDEX (CMI)	1.525	1.503	0.022	1%
<u>SURGICAL CASES</u>										
135	136	133	3	2%	10	JOINT REPLACEMENT CASES	1,618	1,428	190	13%
25	27	30	(3)	-10%	11	NEURO SURGICAL CASES	297	326	(29)	-9%
8	11	9	2	22%	12	CARDIAC SURGICAL CASES	98	131	(33)	-25%
230	206	219	(13)	-6%	13	GENERAL SURGICAL CASES	2,756	2,481	275	11%
398	380	391	(11)	-3%	14	TOTAL SURGICAL CASES	4,769	4,366	403	9%
368	332	410	(78)	-19%	15	TOTAL CATH LAB PROCEDURES	4,418	5,113	(695)	-14%
155	151	158	(7)	-4%	16	DELIVERIES	1,861	1,892	(31)	-2%
7,117	7,173	7,871	(698)	-9%	17	OUTPATIENT VISITS	85,409	89,041	(3,632)	-4%
4,403	4,054	4,391	(337)	-8%	18	EMERGENCY VISITS	52,833	54,338	(1,505)	-3%
<u>LABOR INDICATORS</u>										
1,213.6	1,169.4	1,229.4	60.0	5%	19	PRODUCTIVE FTE'S	1,213.6	1,230.9	17.3	1%
178.3	211.0	172.7	(38.3)	-22%	20	NON PRODUCTIVE FTE'S	178.3	184.1	5.8	3%
1,391.9	1,380.4	1,402.1	21.7	2%	21	TOTAL FTE'S	1,391.9	1,415.0	23.1	2%
5.73	6.11	5.84	(0.27)	-5%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.73	5.64	(0.09)	-2%
6.57	7.21	6.66	(0.55)	-8%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.57	6.49	(0.08)	-1%

* included in Adult and Peds Average Daily Census