



Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 | 510.797.1111

Kimberly Hartz, Chief Executive Officer

Board of Directors

Jacob Eapen, MD
William F. Nicholson, MD
Bernard Stewart, DDS
Michael J. Wallace
Jeannie Yee

BOARD OF DIRECTORS MEETING

Wednesday, February 10, 2021 – 6:00 P.M.

Meeting Conducted by Zoom

Join from PC, Mac, Linux, iOS or Android:

<https://us02web.zoom.us/j/89511348275?pwd=dWhzRzJRYWxjTkczSzJFKyt2VkZvdz09>

Password: 905500

AGENDA

PRESENTED BY:

- | | |
|--|--|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | William Nicholson, M.D.
Board President |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. CONSENT CALENDAR
<i>Items listed under the Consent Calendar include reviewed reports and recommendations and are acted upon by one motion of the Board. Any Board Member or member of the public may remove an item for discussion before a motion is made.</i> | William Nicholson, M.D.
Board President

<i>Motion Required</i> |
| A. Consideration of Minutes of the Regular Meetings of the District Board: January 5, 13, 18, 25, and 27, 2021 | |
| B. Consideration of Siemens Symbia Intevo 6 SPECT/CT Camera | |
| C. Consideration of Telcor Interfaces for Point-of-Care (POC) Devices in WHHS Laboratory | |
| D. Consideration of Purchase of Construction Office Trailers, Bart Way and Civic Center Drive | |
| IV. COMMUNICATIONS | |
| A. Oral
<i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes</i> | |

on issues or concerns not on the agenda and within the subject matter of jurisdiction of the Board.. "Request to Speak" cards should be filled out in advance and presented to the District Clerk. For the record, please state your name.

B. Written

V. PRESENTATION

A. Cutting Edge Advancements in Shoulder Surgery

John Costouros, M.D, F.A.C.S.,
F.A.A.O.S.

VI. REPORTS

PRESENTED BY:

A. Medical Staff Report

Prasad Kilaru, M.D.
Chief of Medical Staff

B. Service League Report

Ruth McGautha
Service League President

C. Lean Report
Process Improvement in Supply Chain

Charlie Sax
Director, Material Management

D. Quality Report:
Washington Hospital Dialysis Program

Jeannie Ahn, M.D.
Medical Director
Renal Dialysis Services

E. Finance Report

Chris Henry
Vice President & Chief Financial
Officer

F. Hospital Operations Report

Kimberly Hartz
Chief Executive Officer

VII. ACTION ITEM

A. Consideration of Medical Staff Credentialing
Action Items (January 18, 2021)

VIII. ANNOUNCEMENTS

Kimberly Hartz
Chief Executive Officer

IX. ADJOURN TO CLOSED SESSION

In accordance with Section 32106 and 32155 of the California Health & Safety Code, portions of this meeting may be held in closed session.

A. Report of Medical Staff and Quality Assurance
Committee, Health & Safety Code section
32155

B. Conference involving trade secrets pursuant to
Health & Safety Code section 32106

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

William Nicholson, M.D.
Board President

XI. ADJOURNMENT

William Nicholson, M.D.
Board President

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the District Clerk at (510) 818-6500. Notification two working days prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

A special meeting of the Board of Directors of the Washington Township Health Care District was held on Tuesday, January 5, 2021 via Zoom in order to comply with Alameda County's orders as revised on December 7, 2020 to slow the spread of COVID-19 and to maintain restrictions on movement and public gathering. 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; Jeannie Yee; Bernard Stewart, DDS; Jacob Eapen, MD; Michael Wallace

ROLL CALL

Absent:

Also present: Kimberly Hartz, Chief Executive Officer; Ed Fayen, Sr. Vice President and COO; Stephanie Williams, Vice President; Paul Kozachenko, Legal Counsel; Dee Antonio, District Clerk

Guests: Prasad Kilaru, MD; Jeffrey Stuart, MD; Sue Rubin, and Nicholas Kozachenko

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with District law, policies, and procedures, Director Stewart moved that the Board of Directors approve the Crisis Standard of Care: Resource Allocation in Conditions of Absolute Scarcity Principles and Guidelines, a triage allocation system to be enacted during a public health emergency as specified in the Guidelines.

*ACTION ITEM:
CONSIDERATION OF
CRISIS STANDARD OF
CARE POLICY*

Director Yee seconded the motion.

Kimberly Hartz, CEO, introduced preliminary background on the formation of this policy. Dr. Jeffrey Stuart and Dr. Prasad Kilaru joined in the discussion regarding the circumstances and various scenarios taken into account in the development of this policy. It was noted that the COVID-19 pandemic has been a crisis without precedent forcing hospitals and healthcare providers to grapple with the concept that they may reach a point when they are no longer able to provide every patient with the necessary resources because critical resources may not be available in sufficient quantities for every patient.

Since March 2020, Washington Hospital has been working with two goals in mind: (1) we need to be prepared for the worst, and (2) we need to do everything possible to avoid the worst. In preparing for a crisis situation, Washington Hospital initiated a Daily COVID Call focused on many initiatives including securing essential equipment, obtaining "days of supply" of personal protective equipment and additional equipment, and converting rooms to "negative pressure" in order to treat additional COVID-positive patients while also protecting nurses, physicians, and support staff.

A multidisciplinary team was formed to create a policy to address what would happen if and when space or supplies to treat every patient were depleted; in other words, a Crisis Standard of Care whereby the focus of care shifts from delivering

words, a Crisis Standard of Care whereby the focus of care shifts from delivering individual patient care to delivering the best care for the patient population. This multidisciplinary team consisted of members of the medical staff leadership, a bioethicist, members of the Bioethics Committee, representatives from nursing, administrative staff, and Legal Counsel. The initial draft of the policy was approved by the Medical Executive Committee in April 2020, but was not brought forward to the Board of Directors at that time.

On June 8, 2020, the California Department of Public Health (CDPH) released its own Crisis Standard of Care guidance, including a model policy. The multidisciplinary team continued to meet to discuss the CDPH guidance in addition to examining policies from other organizations including Stanford and the University of California, to ensure that Washington's draft policy remained consistent with its peers.

On December 28, 2020, CDPH released All Facilities Letter 20-91 which instructed each hospital in California to submit its Crisis Standard of Care Policy to CDPH for review and to post a copy of the policy on the hospital's public website no later than January 6, 2021.

Dr. Sue Rubin spoke on her role as an Ethicist in the creation and development of this policy.

On Monday, January 4, 2021, the Medical Executive Committee approved the draft of Washington Hospital's Crisis Standard of Care policy

Roll call was taken:

William Nicholson, MD – aye

Jeannie Yee - aye

Bernard Stewart, DDS – aye

Jacob Eapen, MD - aye

Michael Wallace – aye

The motion unanimously carried.

There being no further business, Director Nicholson adjourned the meeting at 7:00 pm.

ADJOURNMENT

William Nicholson, M.D.
President

Michael J. Wallace
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, January 13, 2021 via Zoom in order to comply with California Governor Gavin Newsom's and Alameda County's mandatory orders as revised on December 7, 2020 to comply with social distancing measures and other restrictions necessary to control the spread of COVID-19. Director Nicholson called the meeting to order at 6:00 pm and led those in attendance of the meeting in the Pledge of Allegiance.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

Roll call was taken: Directors present: Michael Wallace; William Nicholson, MD; Jeannie Yee; Jacob Eapen, MD; Bernard Stewart, DDS
Absent:

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer; Dee Antonio, District Clerk

Guests: Ed Fayen, Chris Henry, Tina Nunez, Stephanie Williams, Paul Kozachenko, Prasad Kilaru MD, Mary Bowron, John Lee, Angus Cochran, Dr. Jeff Stuart, Dianne Martin MD, and Sri Boddu.

Director Nicholson welcomed any members of the general public to the meeting. He stated that Governor's Newsom's Executive Order N-29-20 explicitly waives The Brown Act provision that requires physical presence of members, the clerk or other personnel of the body, or of the public as a condition of participation in, or quorum for, a public meeting. He noted that Washington Township Health Care District continues to comply with the Brown Act in providing appropriate connection information in order to provide the public the opportunity to participate in the meeting and that Public Notice for this meeting, including connection information, was posted appropriately on our website.

OPENING REMARKS

Director Nicholson announced that this meeting, conducted via Zoom, will be recorded for broadcast at a later date. When asked if any members of the general public were in attendance and/or interested in speaking, there was no response.

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Minutes of the Regular Meetings of the District Board: December 9, December 21, and December 28, 2020
- B. Medical Staff Credentialing Action Items
- C. Appointment and Reappointment to Washington township Hospital Development Corporation Board 2021

In accordance with District law, policies, and procedures, Director Stewart moved that the Board of Directors approve the Consent Calendar, items A through C. Director Wallace seconded the motion.

Roll call was taken:

William Nicholson, MD – aye
Jeannie Yee – aye
Bernard Stewart, DDS – aye
Jacob Eapen, MD – aye
Michael Wallace – aye

The motion unanimously carried.

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Kimberly Hartz, CEO introduced Dr. Dianne Martin, Dr. Jeff Stuart and Mary Bowron who presented information on COVID-19 Vaccination. They walked about the benefits of the vaccine. Dr. Martin identified which vaccines have been approved (Pfiser and Moderna) and talked about a few more that are still in the approval process. She spoke about the difference between the Pfiser and Moderna vaccines and explained the "mRNA" technology. It was emphasized that the vaccine cannot give you COVID-19 because it does not use live virus.

*PRESENTATION:
COVID-19
VACCINATION*

Dr. Martin talked about the possible mild side-effects from the vaccine and noted that following the vaccination you will be monitored for fifteen minutes for an immediate reaction. Currently we are in Phase 1 of the vaccination process with plans to move to Phase 2 in February 2021. Ms. Bowron and Dr. Stuart reviewed Washington Hospital's vaccination plan which is aligned with Alameda County's prioritization plan. As of the date of this meeting, we have vaccinated about 70% of our overall health care personnel.

Dr. Prasad Kilaru reported there are 588 Medical Staff members including 351 active members. Dr. Kilaru reported that 95% of the medical staff has been vaccinated. The cardiac surgeons and pediatric fellows programs have started. The Medical Staff quarterly meeting was held on January 12th.

*MEDICAL STAFF
REPORT*

Kimberly Hartz introduced Dr. Dianne Martin, Antimicrobial Stewardship Leader, who presented Washington Hospital's Infection Prevention Program for 2021. She reviewed the background, focus and oversight responsibilities of the Infection Prevention Committee and covered the key program components. She noted that Washington Hospital reports data through the National Healthcare Safety Network (NHSN) and talked about the COVID prevention and control measures for 2021.

*QUALITY REPORT:
INFECTION
PREVENTION
PROGRAM 2021*

Dr. Martin reviewed the Joint Commission Hospital National Patient Safety Goals for 2021 as well as those from the Centers of Disease Control. She reviewed the improvement strategies that were implemented in 2020 and listed the key strategies for improvement planned for 2021. She spoke about C-diff and the steps taken at Washington Hospital to keep the C-diff infections ratio below the National benchmark. She expressed appreciation to the team for their efforts, including Environmental Services.

Chris Henry, Vice President & Chief Financial Officer, presented the Finance Report for November 2020. The average daily census was 142.3 with admissions of 784 resulting in 4,270 patient days. Outpatient observation equivalent days were 206. The average length of stay was 4.99 days. The case mix index was 1.519. Deliveries were 132. Surgical cases were 356. Joint Replacement cases were 154. Neurosurgical cases were 23. Cardiac Surgical cases were 4. The Outpatient visits

FINANCE REPORT

were 6,530; Emergency visits were 3,361; RSTU visits were 1,889. Total productive FTEs were 1,253.8. FTEs per adjusted occupied bed were 6.64.

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for December 2020. Preliminary information for the month indicated total gross revenue at approximately \$183,361,000. The Average Length of Stay was 5.67. The Average Daily Census was 168.3. There were 5,217 patient days. There were 332 Surgical Cases and 315 Cath Lab procedures at the Hospital. Deliveries were 109. Non-Emergency Outpatient visits were 6,934. Emergency Room visits were 4,211. RSTU visits were 1,440. Total Government Sponsored Preliminary Payor Mix was 73.2%, against the budget of 70.7%. Total FTEs per Adjusted Occupied Bed were 6.17. The Washington Outpatient Surgery Center had 482 cases and the clinics had approximately 15,076 visits. Ms. Hartz spoke on the CARES Act and HEROES funding possibilities.

*HOSPITAL
OPERATIONS REPORT*

- On December 9th, Washington Hospital began a collaboration with Alameda County to offer mobile COVID-19 testing to residents of long-term care facilities, businesses and other congregate settings. In December, 330 Alameda County residents were tested for COVID-19.
- On January 13th, Dr. Dianne Martin participated on a virtual panel regarding COVID-19 vaccine.
- Danielle Weatherford, Cashier, is the January Employee of the Month.

ANNOUNCEMENTS

In accordance with Health & Safety Code Sections 32106 and 32155 and California Government Code 54956.9(d)(2), Director Nicholson adjourned the meeting to closed session at 7:46 p.m., as the discussion pertained to a Report of Medical Staff and Quality Assurance pursuant to Health & Safety Code Section 32155. Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a Teleconference call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for the Board's report beginning January 14, 2021. He indicated that the minutes of this meeting will reflect any reportable actions.

*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 8:13 p.m. and reported that no reportable action occurred in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 8:13 pm.

ADJOURNMENT

William F. Nicholson, M.D.
President

Michael J. Wallace
Secretary

A regular meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 18, 2021 via Teleconference in order to comply with Alameda County's orders as revised on December 7, 2020 and revised on January 13, 2021 to slow the spread of COVID-19 and to maintain restrictions on movement and public gathering. Director Nicholson called the meeting to order at 6:00 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

Roll call was taken. Directors present: William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS; Jacob Eapen, MD; Michael Wallace

ROLL CALL

Absent:

Also present: Kimberly Hartz, Chief Executive Officer; Tina Nunez, Vice President; Stephanie Williams, Vice President; Paul Kozachenko, Legal Counsel; Dee Antonio, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and 32155 and California Government Code 54956.9(d)(2), Director Nicholson adjourned the meeting to closed session at 6:04 p.m., as the discussion pertained to a trade secret pursuant to Health & Safety Code section 32106 and a Report of Medical Staff and Quality Assurance pursuant to Health & Safety Code Section 32155. Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a Teleconference call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for the Board's report beginning January 19, 2021. He indicated that the minutes of this meeting will reflect any reportable actions.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 7:15 pm and reported that 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 7:15 pm.

ADJOURNMENT

William Nicholson, M.D.
President

Michael J. Wallace
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, January 25, 2021 via Zoom in order to comply with Alameda County's orders as revised on December 7, 2020 to slow the spread of COVID-19 and reduce the rate of transmission by sheltering at home and continued social distancing. 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; Jeannie Yee
Excused: Jacob Eapen; Michael Wallace

ROLL CALL

Also present: Shakir Hyder, MD; Tim Tsoi, MD; Jeff Stuart, MD; Prasad Kilaru, MD; Kranthi Achanta, MD; Kimberly Hartz, Chief Executive Officer; Stephanie Williams, Vice President & Chief Nursing Officer

Excused: Jan Henstorf, 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 8:15 a.m. and reported no reportable action taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, the meeting adjourned at 8:15 a.m.

ADJOURNMENT

William Nicholson, M.D.
President

Michael Wallace
Secretary

A regular meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, January 27, 2021 via Teleconference in order to comply with Alameda County's orders as issued on January 25, 2021 to slow the spread of COVID-19 and to maintain restrictions on movement and public gathering. Director Nicholson called the meeting to order at 6:00 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

Roll call was taken. Directors present: William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS; Michael Wallace

ROLL CALL

Absent: Jacob Eapen, MD

Also present: Kimberly Hartz, Chief Executive Officer; Ed Fayen, Executive Vice President & COO; Chris Henry, Vice President & CFO; Tina Nunez, Vice President; Stephanie Williams, Vice President; Paul Kozachenko, Legal Counsel; Dee Antonio, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

A. Unbudgeted Capital Request: Mattresses (\$44,238.24)

In accordance with District law, policies, and procedures, Director Stewart moved that the Board of Directors approve the Consent Calendar, item A.

Director Wallace seconded the motion.

Roll call was taken:

William Nicholson, MD – aye
Jeannie Yee – aye
Bernard Stewart, DDS – aye
Jacob Eapen, MD – absent
Michael Wallace – aye

The motion unanimously carried.

In accordance with Health & Safety Code Sections 32106 and 32155 and California Government Code 54956.9(d)(2), Director Nicholson adjourned the meeting to closed session at 6:04 p.m., as the discussion pertained to a trade secret pursuant to Health & Safety Code section 32106 and a Report of Medical Staff and Quality Assurance pursuant to Health & Safety Code Section 32155. Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a Teleconference call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for the Board's report beginning January 28, 2021. He indicated that the minutes of this meeting will reflect any reportable actions.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 8:33 pm and reported that 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 8:33 pm.

ADJOURNMENT

William Nicholson, M.D.
President

Michael J. Wallace
Secretary

DRAFT



Memorandum

DATE: January 15, 2021

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Request for Purchase of the Siemens Symbia Intevo 6 SPECT/CT Camera

We are recommending moving forward with the purchase of the Siemens Symbia Intevo 6 Nuclear Medicine SPECT/CT Camera. We currently have two cameras that are at end of service life. Both cameras are 20 years old and we are having difficulty getting parts and frequently have equipment issues where the camera is down.

We are recommending replacing the Argon camera with the new Siemens machine. The second camera, the Forte, will continue to be used to assist us with the potential increase in volume and be available as a backup if needed.

This new camera can perform all of the procedures that the other two cameras perform. This new camera will have the ability to perform fusion imaging. This combines a nuclear medicine scan with the high-resolution images of CT. This feature provides a tremendous upgrade in the quality of our diagnostic imaging services. Additionally, the Siemens camera supports an image improvement feature for cardiac patients. The other advantage of this camera is that it has faster scanning times to improve patient throughput. The Director of Medical Imaging, the Nuclear Medicine Technologists, the Radiologists, and Dr. Rohit Sehgal, MD (Cardiology) all were involved in the evaluation of the equipment and support moving forward with this recommendation.

The cost of the new camera is \$588,134.00 plus tax and shipping, which is in line with MD Buyline. We are recommending approval to purchase the camera and obtain the purchase order, however we do not need to release funds until we have the machine delivered. This will allow us to lock in the price and have the ability to upgrade the machine once we are ready to install the machine. The plan is to secure this now and have it ready as we build out the new space in the Morris Hyman Critical Care Pavilion.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of the Siemens Symbia Intevo 6 Nuclear Medicine SPECT/CT Camera not to exceed \$643,000, which includes the tax and shipping. The total amount was included in the Fiscal Year 2020/21 Fixed Asset Capital Budget.



Memorandum

DATE: February 3, 2021

TO: Kimberly Hartz, Chief Executive Officer

FROM: Tina Nunez, Vice President Ambulatory Care and Administrative Services
Garth Huberty, Director of Laboratory

SUBJECT: Telcor Interfaces for Point-of-Care (POC) devices in WHHS Laboratory (AVOX and Hemochron)

The laboratory at Washington Hospital oversees roughly 150,000 annual POC tests and 1,200 POC users (mostly nursing). We have four major testing platforms that perform these tests at bedside: iSTAT, Nova, AVOX, and Hemochron. iSTAT and Nova are interfaced, meaning that results are managed through Telcor. The Hemochron and AVOX are not interfaced at this point. Advantages of the interface are that results are no longer manually entered into Epic therefore removing the concern for transcription errors. Telcor provides the necessary framework for a POC system of our magnitude to operate safely and in compliance.

This capital request is a one-time fee for a project manager and interface license fee. This purchase is essential for maintenance of sound laboratory operations and the ability to maintain proper regulatory compliance. The laboratory Joint Commission accreditation survey window is currently May – August 2021. One of the focus areas for Joint Commission are POC programs and implementing the interface for the remaining POC devices would strengthen the POC program at Washington Hospital.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to proceed with the Telcor Interfaces Project for an amount not to exceed \$37,148. The total amount was included in the Fiscal Year 2020/21 Fixed Asset Capital Budget.



Memorandum

DATE: February 5, 2021

TO: Kimberly Hartz, Chief Executive Officer

FROM: Ed Fayen, Executive Vice President and COO

SUBJECT: Purchase of Office Trailers at Corner of Bart Way and Civic Center Drive

Currently, there is a set of 4 trailers that sit at the southeast corner of the hospital property. They have been utilized for the better part of a decade as construction offices for firms such as Jacobs Engineering to manage construction jobs on the hospital site. We have a number of jobs coming up that are going to require the same type of involvement by a construction management firm.

We have been renting these trailers throughout the duration of previous projects, and recommend we purchase them from Mobile Modular Corporation for \$93,500.00. There is a payback of approximately 3 years under the current leasing agreement.

This modular office space has been utilized by construction companies during this period of time too. It will really depend on the size of the projects as to who will take up tenancy. Either way this is the most cost effective way for the hospital to provide offices for construction related services.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to immediately proceed with the contracts necessary to complete the purchase of these office trailers to provide construction related offices for a total amount not to exceed \$93,500.00.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

December 2020



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
December 2020**

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



Memorandum

DATE: February 4, 2021
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – December 2020
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	December <u>Actual</u>	December <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
Average Daily Census	168.3	135.1	145.0
# of Admissions	804	866	809
Patient Days	5,217	4,187	4,424
Discharge ALOS	5.67	4.83	5.26
<u>OUTPATIENT:</u>			
OP Visits	6,934	6,674	6,443
ER Visits	5,651	6,331	4,847
Observation Equivalent Days – OP	178	184	176

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

2. Staffing – Schedule Board 3

Total paid FTEs were 100.9 above budget. Total productive FTEs for December were 1,331.8, 132.0 above the budgeted level of 1,199.8. Nonproductive FTEs were 31.1 below budget. Productive FTEs per adjusted occupied bed were 5.32, 0.25 below the budgeted level of 5.57. Total FTEs per adjusted occupied bed were 6.17, 0.52 below the budgeted level of 6.69.

3. Income - Schedule Board 1

For the month of December the Hospital realized a loss of \$2,291,000 from operations.

Total Gross Patient Service Revenue of \$183,360,000 for December was 10.2% above budget.

Deductions from Revenue of \$143,870,000 represented 78.46% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 77.45%, primarily due to payor mix.

Total Operating Revenue of \$40,055,000 was \$2,174,000 (5.7%) above the budget.

Total Operating Expense of \$42,346,000 was \$2,487,000 (6.2%) above the budgeted amount.

The Total Non-Operating Loss of \$745,000 for the month includes an unrealized gain on investments of \$14,000 and property tax revenue of \$1,447,000.

The Total Net Loss for December was \$3,036,000, which was \$1,125,000 less than the budgeted loss of \$1,911,000.

The Total Net Loss for December using FASB accounting principles, in which the unrealized loss or income on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was \$3,353,000 compared to a budgeted loss of \$2,185,000.

4. Balance Sheet – Schedule Board 2

Major balance sheet activity in December included the completion of the refinancing of the 2010 revenue bonds, which resulted in a reduction in total Revenue Bonds outstanding, and the disbursement of \$9.9 million in combined contributions to the Defined Benefit Pension and Retiree Medical Benefit Plans.

There were no other noteworthy changes in assets and liabilities when compared to November 2020.

KIMBERLY HARTZ
Chief Executive Officer

KH/CH



WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
December 2020
GASB FORMAT
(In thousands)

<u>December</u>				<u>YEAR TO DATE</u>				
<u>ACTUAL</u>	<u>BUDGET</u>	<u>FAV (UNFAV) VAR</u>	<u>% VAR.</u>		<u>ACTUAL</u>	<u>BUDGET</u>	<u>FAV (UNFAV) VAR</u>	<u>% VAR.</u>
\$ 123,285	\$ 104,335	\$ 18,950	18.2%	1	\$ 682,722	\$ 631,684	\$ 51,038	8.1%
60,075	62,121	(2,046)	-3.3%	2	362,399	367,405	(5,006)	-1.4%
183,360	166,456	16,904	10.2%	3	1,045,121	999,089	46,032	4.6%
(140,328)	(125,503)	(14,825)	-11.8%	4	(793,694)	(753,401)	(40,293)	-5.3%
(3,542)	(3,409)	(133)	-3.9%	5	(21,964)	(20,465)	(1,499)	-7.3%
(143,870)	(128,912)	(14,958)	-11.6%	6	(815,658)	(773,866)	(41,792)	-5.4%
78.46%	77.45%			7	78.04%	77.46%		
39,490	37,544	1,946	5.2%	8	229,463	225,223	4,240	1.9%
565	337	228	67.7%	9	2,567	2,019	548	27.1%
40,055	37,881	2,174	5.7%	10	232,030	227,242	4,788	2.1%
19,456	17,972	(1,484)	-8.3%	11	113,171	101,847	(11,324)	-11.1%
6,451	6,477	26	0.4%	12	40,398	38,450	(1,948)	-5.1%
5,915	5,102	(813)	-15.9%	13	31,898	30,310	(1,588)	-5.2%
4,667	4,735	68	1.4%	14	29,349	28,955	(394)	-1.4%
1,838	1,554	(284)	-18.3%	15	10,767	10,057	(710)	-7.1%
4,019	4,019	-	0.0%	16	24,080	24,063	(17)	-0.1%
42,346	39,859	(2,487)	-6.2%	17	249,663	233,682	(15,981)	-6.8%
(2,291)	(1,978)	(313)	-15.8%	18	(17,633)	(6,440)	(11,193)	-173.8%
-5.72%	-5.22%			19	-7.60%	-2.83%		
263	317	(54)	-17.0%	20	1,759	1,898	(139)	-7.3%
19	-	19	0.0%	21	163	-	163	0.0%
(1,896)	(1,927)	31	1.6%	22	(11,172)	(11,535)	363	3.1%
127	271	(144)	-53.1%	23	893	1,620	(727)	-44.9%
(719)	(38)	(681)	-1792.1%	24	(719)	(232)	(487)	-209.9%
-	-	-	0.0%	25	1,069	-	1,069	0.0%
1,447	1,444	3	0.2%	26	8,635	8,659	(24)	-0.3%
14	-	14	0.0%	27	(504)	-	(504)	0.0%
(745)	67	(812)	-1211.9%	28	124	410	(286)	-69.8%
\$ (3,036)	\$ (1,911)	\$ (1,125)	-58.9%	29	\$ (17,509)	\$ (6,030)	\$ (11,479)	-190.4%
-7.58%	-5.04%			30	-7.55%	-2.65%		
\$ (3,353)	\$ (2,185)	\$ (1,168)	-53.5%	31	\$ (18,775)	\$ (7,671)	\$ (11,104)	-144.8%
-8.37%	-5.77%				-8.09%	-3.38%		

**NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME, NET INTEREST EXPENSE ON GO BONDS AND UNREALIZED GAIN(LOSS) ON INVESTMENTS



WASHINGTON HOSPITAL
BALANCE SHEET
 December 2020
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			December 2020	Audited June 2020	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			December 2020	Audited June 2020
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 30,914	\$ 68,355	1	CURRENT MATURITIES OF L/T OBLIG	\$ 10,930	\$ 9,500	
2	ACCOUNTS REC NET OF ALLOWANCES		62,015	61,017	2	ACCOUNTS PAYABLE	19,094	18,669	
3	OTHER CURRENT ASSETS		13,585	12,523	3	OTHER ACCRUED LIABILITIES	109,013	116,193	
4	TOTAL CURRENT ASSETS		<u>106,514</u>	<u>141,895</u>	4	INTEREST	9,811	11,247	
					5	TOTAL CURRENT LIABILITIES	<u>148,848</u>	<u>155,609</u>	
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		216,114	214,744	6	REVENUE BONDS AND OTHER	212,778	223,881	
7	REVENUE BOND FUNDS		6,624	10,923	7	GENERAL OBLIGATION BONDS	328,883	331,992	
8	BOND DEBT SERVICE FUNDS		22,540	31,387	OTHER LIABILITIES				
9	OTHER ASSETS LIMITED AS TO USE		10,195	10,155	10	NET PENSION LIABILITY	15,133	31,798	
10	TOTAL ASSETS LIMITED AS TO USE		<u>255,473</u>	<u>267,209</u>	11	SUPPLEMENTAL MEDICAL RETIREMENT	40,412	42,578	
12	OTHER ASSETS		243,491	222,268	12	WORKERS' COMP AND OTHER	8,584	8,440	
13	OTHER INVESTMENTS		11,812	11,679	14	NET POSITION	514,325	531,834	
14	NET PROPERTY, PLANT & EQUIPMENT		659,941	684,274	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,268,963</u>	<u>\$ 1,326,132</u>	
15	TOTAL ASSETS		<u>\$ 1,277,231</u>	<u>\$ 1,327,325</u>	16	DEFERRED INFLOWS	54,029	63,497	
16	DEFERRED OUTFLOWS		45,761	62,304	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,322,992</u>	<u>\$ 1,389,629</u>	
17	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,322,992</u>	<u>\$ 1,389,629</u>					



**WASHINGTON HOSPITAL
OPERATING INDICATORS
December 2020**

12 MONTH AVERAGE	December						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
	<u>PATIENTS IN HOSPITAL</u>									
145.0	168.3	135.1	33.2	25%	1	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	151.7	137.6	14.1	10%
5.8	5.7	5.9	(0.2)	-3%	2	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	6.2	5.5	0.7	13%
7.6	6.6	10.2	(3.6)	-35%	3	NURSERY AVERAGE DAILY CENSUS	7.5	9.4	(1.9)	-20%
158.4	180.6	151.2	29.4	19%	4	TOTAL	165.4	152.5	12.9	8%
3.2	2.0	4.0	(2.0)	-50%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	2.7	3.6	(0.9)	-25%
4,424	5,217	4,187	1,030	25%	6	ADULT & PEDIATRIC PATIENT DAYS	27,919	25,311	2,608	10%
176	178	184	(6)	-3%	7	OBSERVATION EQUIVALENT DAYS - OP	1,148	1,019	129	13%
809	804	866	(62)	-7%	8	ADMISSIONS-ADULTS & PEDIATRIC	4,792	5,149	(357)	-7%
5.26	5.67	4.83	0.84	17%	9	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	5.53	4.92	0.61	12%
1.551	1.644	1.441	0.203	14%	10	<u>OTHER KEY UTILIZATION STATISTICS</u> OVERALL CASE MIX INDEX (CMI)	1.614	1.479	0.135	9%
141	137	159	(22)	-14%	11	SURGICAL CASES JOINT REPLACEMENT CASES	883	965	(82)	-8%
22	21	22	(1)	-5%	12	NEUROSURGICAL CASES	146	125	21	17%
9	12	12	-	0%	13	CARDIAC SURGICAL CASES	52	65	(13)	-20%
168	162	171	(9)	-5%	14	ALL OTHERS	1,060	1,093	(33)	-3%
340	332	364	(32)	-9%	15	TOTAL CASES	2,141	2,248	(107)	-5%
328	315	350	(35)	-10%	16	TOTAL CATH LAB PROCEDURES	2,129	2,154	(25)	-1%
121	109	152	(43)	-28%	17	DELIVERIES	723	837	(114)	-14%
6,443	6,934	6,674	260	4%	18	OUTPATIENT VISITS	42,509	42,775	(266)	-1%
3,555	4,211	4,209	2	0%	19	EMERGENCY VISITS, EXCLUDING RSTU VISITS	21,581	23,821	(2,240)	-9%
1,292	1,440	2,122	(682)	-32%	20	RSTU VISITS	11,196	12,596	(1,400)	-11%
1,306.5	1,331.8	1,199.8	(132.0)	-11%	21	<u>LABOR INDICATORS</u> PRODUCTIVE FTE'S	1,335.3	1,223.4	(111.9)	-9%
175.5	211.5	242.6	31.1	13%	22	NON PRODUCTIVE FTE'S	182.2	189.6	7.4	4%
1,482.0	1,543.3	1,442.4	(100.9)	-7%	23	TOTAL FTE'S	1,517.5	1,413.0	(104.5)	-7%
6.06	5.32	5.57	0.25	4%	24	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.75	5.62	(0.13)	-2%
6.88	6.17	6.69	0.52	8%	25	TOTAL FTE/ADJ. OCCUPIED BED	6.53	6.49	(0.04)	-1%

* included in Adult and Peds Average Daily Census



Washington Hospital
Healthcare System

S I N C E 1 9 4 8

Memorandum

DATE: February 1, 2021

TO: Kimberly Hartz, Chief Executive Officer

FROM: Prasad Kilaru, MD
Chief of Staff

SUBJECT: Final Credentials Actions

The Medical Executive Committee approved the Credential Action Items on January 18, 2021. Please accept this memorandum as a formal request for consideration of approval by the Board of Directors of the Credential Action Items as attached.

WASHINGTON HOSPITAL MEDICAL STAFF
FINAL CREDENTIALS ACTION ITEMS

January 18, 2021

The following written communication received from Prasad Kilaru, MD, Chief of Staff, dated January 18, 2021 requesting approval of Medical Staff Credentialing Action Items as follows:

Initial Appointments – Two Year

Kar, Ryan CCP; Lewis, Jeffrey MD; Porciuncula, Kevin MD; Shah, Jay DO

Initial Appointments – One Year

None

Temporary Privileges

Kar, Ryan CCP; Lewis, Jeffrey MD

Disaster Privileges – approved while application is waiting for Board approval

None

LocumTenens

None

30 Days Extension Request – Application Not Complete

None

Waiver Request

Bhandari, Bhupinder MD

Reappointments – Two Year

Arias, Elizabeth MD; Chun, Anna PA-C; Epstein, Gordon MD; Jain, Ashit MD; Jazayeri, Pooya MD; Kang, Glara MD; Kuhl, Kristopher DO; Lee, David MD; Lee, Julia MD; Lee, Patricia MD; Lee, Phillip MD; Luu, Doan MD; Nicholson, William MD; Nixon, Bruce MD; Singh, Harpreet MD

Reappointments – One Year

Bhandari, Bhupinder MD; Japra, Romesh MD; Reen, Ranjit MD; Singh, Devinder MD; Yumena, Lucia MD

Addition of Physician Supervisor

None

Conditional Reappointments

None

Non-Reappointments – Deemed to Have Resigned

None

Transfer in Staff Category

Singh, Devinder MD

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category

Kavali, Leena MD; Patel, Bijal MD; McCabe, Robert MD

Completion of Proctoring and Advancement in Staff Category

Germany, Steven DO; Patel, Robin MD; Singh, Tejpal MD; Ying, Phoenix PA-C

Extension of Proctorship and Provisional Category 1-year
Binder, William MD

New Privilege Requests
None

Delete Privilege Requests
Patel, Robin MD; Singh, Devinder MD; Singh, Tejpal MD; Ying, Phoenix PA-C

Conflict of Interest Statement Updated
Chun, Anna PA-C; Jain, Ashit MD; Nicholson, William MD; Yumena, Lucia MD

Leave of Absence
None

Reinstatement of Leave of Absence
Chun, Anna PA-C

Withdrawal of Application
Sandhu, Sukwinder MD

Suspensions / Relinquishment
None

Resignations
Mehigan, John MD; Nair, Anil MD; Vu, Phuoc DO