



Washington Township Hospital Development Corporation

2000 Mowry Avenue, Fremont, CA 94538-1716

February 10, 2017

MEETING NOTICE

The annual meeting of the Board of Directors of the Washington Township Hospital Development Corporation will be held on Monday, February 13, 2017. The meeting will be held in the Board Room of Washington Hospital, located at 2000 Mowry Avenue, Fremont, California and will commence at 7:30 a.m.

In accordance with Sections 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.

This notice is posted pursuant to Section 54956 of the Government Code.

By direction of the President & Chief Executive Officer
Washington Township Hospital Development Corporation

VANESSA TERRASAS
Recording Secretary



Washington Township Hospital Development Corporation

2000 Mowry Avenue, Fremont, CA 94538-1716

AGENDA

BOARD OF DIRECTORS' ANNUAL MEETING WASHINGTON TOWNSHIP HOSPITAL DEVELOPMENT CORPORATION

Monday, February 13, 2017 – 7:30 A.M.
2000 Mowry Avenue, Fremont, CA 94538
Board Room – First Floor

Assistance for the Disabled: If you are disabled in any way and need accommodation to participate in the meeting, please call Vanessa Terrasas, Recording Secretary, at (510) 791-3438 for assistance so the necessary arrangements can be made.

- | | | PRESENTED BY: |
|-------------|--|---|
| I. | CALL TO ORDER | Chair |
| II. | ROLL CALL | Terry Rivera, Senior Executive Assistant |
| III. | CONSIDERATION OF MINUTES OF November 14, 2016 | <i>Motion Required</i> |
| IV. | ELECTION OF OFFICERS | <i>Motion Required</i> |
| V. | EDUCATION SESSION | |
| | A. AB 1234 Ethics Training | Kristin Ferguson, Chief of Compliance |
| | B. WHHS Strategic Map: 2016-19 “Medical Center of Choice” | Donald Pipkin, Chief of Strategic Management |
| VI. | COMMUNICATIONS | |
| | A. Oral | |
| | B. Written | |
| VII. | PRESIDENT AND CHIEF EXECUTIVE OFFICER REPORT | Nancy Farber, President and Chief Executive Officer |

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|--------------|--|-------|
| VIII. | CLOSED SESSION | Chair |
| IX. | ADJOURN TO OPEN SESSION & REPORT ON CLOSED SESSION | Chair |
| X. | OPEN SESSION A. Report to Open Session B. Action Item 1. Acceptance of repaving of the parking lot and replacement of curbs located at 38719 Stivers Street. | Chair |
| XI. | ADJOURNMENT | Chair |

NEXT MEETING: May 8, 2017



Memorandum

DATE: February 13, 2017

TO: Board of Directors
Washington Township Hospital Development Corporation

FROM: Nancy Farber,
President and Chief Executive Officer

SUBJECT: Silicon Valley Paving

The asphalt located at 38719 Stivers Street (WTMF business office) is in extreme disrepair and needs to be repaved. There are also potholes in the parking lot and additionally, broken concrete curbs were found after a thorough inspection. These curbs are trip hazards.

I am recommending repaving the parking lot at this location for a total cost of \$29,000. An amount of \$24,000 was included in the FY 2016/2017 Capital Budget to repave and fix the potholes. The replacement of the curbs is an additional \$5,000.

I recommend that the Board of Directors of the Washington Township Hospital Development Corporation approve the repaving of the parking lot and replacement of the curbs located at 38719 Stivers Street for a total amount not to exceed \$29,000.

The meeting of the Board of Directors of the Washington Township Hospital Development Corporation was held on November 14, 2016 in the Board Room of Washington Hospital, 2000 Mowry Avenue, Fremont, California. Chairman Sah called the meeting to order at 7:32 am. *CALL TO ORDER*

Present: Russ Blowers, Shirley Buschke, Miro Garcia, Gloria Villasana Fuerniss, Benn Sah, M.D., Nancy Farber, Chief Executive Officer *ROLL CALL*

Absent: Tina Nunez, Associate Administrator, Ambulatory Care Services

Also present: Kimberly Hartz, Sr. Associate Administrator, Ambulatory Care Services; Chris Henry, Associate Administrator/CFO; Michael Engle, Sr. Director Ambulatory Care Services; Vanessa Terrasas, Recording Secretary; Donald Pipkin, Chief, Strategic Management

A motion was made by Director Garcia, seconded by Director Blowers to approve the minutes of the meeting of July 26, 2016. The motion was carried by the following vote: *APPROVAL OF MINUTES OF July 26, 2016*

Ayes: Directors Blowers, Buschke, Fuerniss, Garcia and Sah

Noes: None

Abstain: None

Absent: None

Donald Pipkin, Chief of Strategic Management at Washington Hospital, gave an updated presentation on Lean to the Board. Mr. Pipkin explained the Lean process focuses on eliminating waste and inefficient practices in order to continue to excel in providing high quality health care. *EDUCATION SESSION
Lean Update*

Mr. Pipkin noted to date, we have focused on 8 value streams, completing a total of 45 Kaizen and 3P workshops. The Emergency Department recently finished their workshop and improved patient arrival time to departure by 12%, reduced patient arrival time to rooming by 24%, improved fast track designation by 22% and improved availability of ED physician when fast track opens by 7%.

To date, there are 18 certified Lean workshop leaders, made up of 16 managers and 2 physicians, with another 10-15 individuals to become certified in 2017. Certified Lean instructors are able to teach a 5-day education course for managers, supervisors and coordinators who were not able to go through the 8 days of education.

Ms. Farber noted the Executive Services suite will be built out starting in 2017 to expand the Board Room and relocate the Lean Promotion Office into the suite.

Ms. Farber presented a video to the Board which was in honor of Veterans Day. The video was a tribute recognizing staff and physicians who have served in the Armed Forces. There was also an unveiling of the Wall of Recognition display in honor of them. The Wall of Recognition, lists the employees and physicians who have served in the military, through a permanent wall installation and is located in the Washington West ground floor. *PRESIDENT & CHIEF EXECUTIVE OFFICER REPORT*

Ms. Farber announced that we once again have achieved Magnet recognition and we remain among the top 7.8 percent of hospitals nationwide that have received the highest national credential for nursing excellence.

Ms. Farber noted that the Valley Medical Oncology Consultants (VMOC) located on the second floor at Washington West, is now owned by Stanford. Dr. Vandana Sharma who is a member of the group in Fremont, will continue to see her patients and will relocate to a different office in Fremont. Ms. Farber stated we have a new affiliation with UCSF and have recruited two oncology physicians, Dr. Bogdan Eftimie and Dr. David J. Lee, who will move into Dr. Sharma's old suite and will further develop Washington's comprehensive oncology program.

Ms. Farber noted that the multilevel parking garage for physicians, employees and volunteers, has opened with positive feedback. She noted the Morris Hyman Critical Care Pavilion is on budget and on schedule to be completed in 2018.

Ms. Farber announced that we are in the process of looking at potentially purchasing property at 39300 Civic Center Drive and 2201 Walnut Avenue, Fremont, directly adjacent to the Hospital's campus along Bart Way. The property is on 8.5 acres with two buildings. The buildings are fully leased and would generate revenue for the District and will allow for future growth to meet the needs of the District's residents. It will also allow us to consolidate and centralize services around the main Hospital campus.

Ms. Farber discussed the relocation of the Critical Care waiting area in the hallway leading into the ICU/CCU. The new Critical Care Family Lounge has been relocated down the hall near the main Hospital entrance outside the Lab. The new area is more spacious, expected to be more comfortable and more easily accessible. It also features a video phone monitor that directly connects family to staff in the CCU Unit.

Ms. Farber mentioned the opening of a prenatal diagnostic clinic in the 1900 building in partnership with UCSF. The clinic will allow women with difficult pregnancies to be observed. This service is very much needed in the community and is scheduled to open in 2017.

Ms. Farber spoke about the Community Forum which took place on November 10th featuring author Leslie D. Michelson, the author of *The Patient's Playbook*. Mr. Michelson shared lifesaving strategies and decision-making tools that patients and family members can start using now to become savvy health care consumers. Ms. Farber explained that she plans to continue to work together with Mr. Michelson to better inform our staff, physicians and the community about how to navigate and advocate within a complex health care environment.

Ms. Farber talked about the Joint Commission mock survey that was conducted August 16th - 18th. The actual Joint Commission survey is anticipated to take place as early as spring of 2017 which is 3-4 months earlier than has occurred in the past.

Areas of improvement are being worked on and preparations are underway.

*PRESIDENT & CHIEF
EXECUTIVE OFFICER
REPORT CONT'D*

Ms. Farber reviewed the Washington Urgent Care relocation timeline. The location of the Urgent Care from the second floor to the first floor will allow improved access for patients and enhanced flow between patient and staff. The relocation is estimated to start in March 2017 with a completion target date of November 2017.

In accordance with Sections 1461, 1462, 32106 and 32155 of the California Health & Safety Code and Sections 54962 and 54954.5 of the California Government Code, Chairman Sah adjourned the meeting to closed session at 8:46 a.m.

*ADJOURN TO
CLOSED SESSION*

Chairman Sah adjourned the meeting to open session at 8:56 a.m. He reported that no action was taken in closed session.

*ADJOURN TO OPEN
SESSION*

There being no further business, the meeting adjourned at 8:56 a.m. The next meeting is currently scheduled for February 13, 2017 at 7:30a.m.

*ADJOURNMENT TO
CLOSED SESSION*

Benn Sah, M.D.
Chair

Russ Blowers
Secretary

Washington Township Hospital
Development Corporation
Summary Income Statement
November 2016

| | Current Month | | | Year - To - Date | | |
|--------------------------------|---------------|-----------|---------------------------------------|------------------|------------|---------------------------------------|
| | Actual | Budget | Favorable/(Unfavorable) Variance % | Actual | Budget | Favorable/(Unfavorable) Variance % |
| (1) Visits | 3,178 | 3,067 | 111 3.6% | 16,174 | 16,342 | (168) (1.0%) |
| (2) Treatments & Procedures | 542 | 403 | 139 34.5% | 1,911 | 2,324 | (413) (17.8%) |
| (3) Total | 3,720 | 3,470 | 250 7.2% | 18,085 | 18,666 | (581) (3.1%) |
| Gross Revenue | | | | | | |
| (4) Patient Revenue | 3,308,879 | 3,406,948 | (98,069) (2.9%) | 16,827,992 | 17,988,003 | (1,160,011) (6.4%) |
| (5) Other Revenue | 796,255 | 775,650 | 20,605 2.7% | 3,957,465 | 3,923,338 | 44,127 1.1% |
| (6) Total Gross Revenue | 4,105,134 | 4,182,598 | (77,464) (1.9%) | 20,795,457 | 21,911,341 | (1,115,884) (5.1%) |
| Deductions | | | | | | |
| (7) Total Deductions | 1,761,728 | 1,712,397 | (49,331) (2.9%) | 8,723,057 | 9,048,514 | 325,457 3.6% |
| Contractual Percentage | 53.2% | 50.3% | | 51.8% | 50.3% | (1.5%) |
| (8) Net Revenue | 2,343,406 | 2,470,201 | (126,795) (5.1%) | 12,072,400 | 12,862,827 | (790,427) (6.1%) |
| Expenses | | | | | | |
| (9) Purchased Labor | 750,448 | 738,739 | (11,709) (1.6%) | 3,716,284 | 3,789,758 | 73,474 1.9% |
| (10) Purchased Benefits | 253,867 | 292,450 | 38,583 13.2% | 1,231,544 | 1,411,436 | 179,892 12.7% |
| (11) Supplies | 266,618 | 253,528 | 13,090 (5.2%) | 1,418,644 | 1,336,789 | (81,855) (6.1%) |
| (13) Professional Fees | 220,163 | 269,263 | 49,100 18.2% | 1,357,526 | 1,422,987 | 65,461 4.6% |
| (14) Purchased Services | 183,480 | 211,370 | 27,890 13.2% | 1,031,745 | 1,060,175 | 28,430 2.7% |
| (16) Depreciation and Amort | 78,127 | 81,366 | 3,239 4.0% | 396,763 | 393,681 | (3,082) (0.8%) |
| (17) Utilities | 17,861 | 18,541 | 680 3.7% | 111,941 | 108,493 | (3,448) (3.2%) |
| (18) Building Lease | 444,966 | 441,844 | (3,122) (0.7%) | 2,220,665 | 2,207,158 | (13,507) (0.6%) |
| (19) Other Expenses | 126,852 | 131,859 | 5,007 3.8% | 621,304 | 667,715 | 46,411 7.0% |
| (20) Total Expenses | 2,342,362 | 2,438,960 | 96,578 4.0% | 12,106,416 | 12,398,192 | 291,776 2.4% |
| (21) Net Operating Income/Loss | 1,024 | 31,241 | (30,217) (96.7%) | (34,016) | 464,635 | (498,651) (107.3%) |
| (22) Minority Interest | 37,038 | 74,309 | 37,271 50.2% | 255,105 | 497,648 | 232,543 46.7% |
| (23) Net Income/Loss | (36,014) | (43,068) | 7,054 16.4% | (239,121) | (33,013) | (266,108) (806.1%) |