



# 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, March 13, 2024 – 6:00 P.M.

Board Room of Washington Hospital, 2000 Mowry Avenue, Fremont and via Zoom

<https://zoom.us/j/93261045130?pwd=MG1CdDFyUFhpVVk3T3BKSVpIenlrZz09>

Passcode: 546892

Board Agenda and Packet can be found at:

[March 2024 | Washington Hospital Healthcare System \(whhs.com\)](https://www.wahhs.com/march-2024)

## AGENDA

- |  | PRESENTED BY:                      |
|--|------------------------------------|
| I. <b>CALL TO ORDER &amp; PLEDGE OF ALLEGIANCE</b>   | Jacob Eapen, MD<br>Board President |
| II. <b>ROLL CALL</b>   | Cheryl Renaud<br>District Clerk    |
| III. <b>COMMUNICATIONS</b>   | <i>Motion Required</i>             |
| A. Oral  |                                    |
| <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes 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.</i> |                                    |
| B. Written   |                                    |
| IV. <b>CONSENT CALENDAR</b>  | Jacob Eapen, MD<br>Board President |
| <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>   |                                    |

**V. PRESENTATIONS**

- A. UCSF-Washington Cancer Center, Radiation Oncology Updates

**PRESENTED BY:**

Emi Yoshida, MD  
Assistant Professor UCSF –  
Department of Radiation Oncology  
Medical Director at UCSF –  
Washington Cancer Center, Radiation  
Oncology Center

**VI. REPORTS**

- A. Medical Staff Report

Mark Saleh, MD  
Chief of Medical Staff

- B. Service League Report

Sheela Vijay  
Service League President

- C. Quality Report: Quality Dashboard Quarter Ending December 2023

Mary Bowron  
Chief Quality Officer

- D. Finance Report

Thomas McDonagh  
Vice President & Chief Financial  
Officer

- E. Hospital Operations Report

Kimberly Hartz  
Chief Executive Officer

- F. Healthcare System Calendar Report

Kimberly Hartz  
Chief Executive Officer

**VII. ACTION**

- A. Consideration of Fulfillment of Critically Needed Position (Edward Fayen)

*Motion Required*

- B. Consideration of Fulfillment of Critically Needed Position (Robert Alfieri)

*Motion Required*

**VIII. ANNOUNCEMENTS**

**IX. ADJOURNMENT**

Jacob Eapen, MD  
Board President



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

**January 2024**



**WASHINGTON HOSPITAL**  
**INDEX TO BOARD FINANCIAL STATEMENTS**  
**January 2024**

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



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# Memorandum

**DATE:** February 29, 2024  
**TO:** Board of Directors  
**FROM:** Kimberly Hartz, Chief Executive Officer  
**SUBJECT:** Washington Hospital – January 2024  
Operating & Financial Activity

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## SUMMARY OF OPERATIONS – (Blue Schedules)

### 1. Utilization – Schedule Board 3

	January <u>Actual</u>	January <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	165.6	161.2	155.1
Combined Average Daily Census	175.4	170.3	165.8
No. of Discharges	948	955	877
Patient Days	5,134	4,998	4,715
Discharge ALOS	5.45	5.23	5.36
<u>OUTPATIENT:</u>			
OP Visits	8,955	8,729	8,602
ER Visits	5,210	5,386	4,938
Observation Equivalent Days – OP	304	281	325

Comparison of January Actual acute inpatient statistics versus the Budget showed a lower level of discharges, 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. Outpatients observation equivalent days were higher than Budget.

### 2. Staffing – Schedule Board 3

Total paid FTEs were below Budget. Total productive FTEs for January were 1,366.6, 103.5 below the budgeted level of 1,470.1. Nonproductive FTEs were 72.0 above Budget. Productive FTEs Adjusted Occupied Bed (AOB) were 4.88, 0.72 below the budgeted level of 5.6. Total FTEs per AOB were 5.87, 0.50 below the budgeted level of 6.37.

**3. Income - Schedule Board 1**

For the month of January, the Hospital realized Net Operating Gain of \$6,000 from Operations, a 0.01% Margin.

Total Gross Patient Revenue of \$216,157,000 for January was \$10,589,000 above Budget, 5.2%.

Deductions from Revenue of \$167,983,000 were 77.71% of Total Gross Patient Revenue, above the budgeted amount of 76.24%.

Total Net Operating Revenue of \$48,833,000 was \$1,440,000 or 2.9% below the Budget.

Total Operating Expenses of \$48,827,000 were lower than Budget by \$797,000, 1.6%.

The Total Non-Operating Gain of \$1,727,000 for the month includes an unrealized gain on investments of \$117,000.

Total Net Income for January was \$1,733,000, or \$1,065,000 above the Budgeted Net Income of \$668,000, and represents a 3.55% Margin.

The Total Net Gain for January using FASB accounting principles, in which the unrealized gain on investments, net interest expense on GO bonds, and property tax revenues are removed from the non-operating income and expense, was \$1,271,000 a 2.6% Positive Margin compared to Budgeted Income of \$451,000 for an favorable variance of \$820,000.

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

There were no noteworthy changes in assets and liabilities when compared to December 2023.

KIMBERLY HARTZ  
Chief Executive Officer

KH/TM



**WASHINGTON HOSPITAL  
STATEMENT OF REVENUES AND EXPENSES  
January 2024  
GASB FORMAT  
(In thousands)**

January					FISCAL YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
\$ 127,844	\$ 126,118	\$ 1,726	1.4%	<b>1</b>	\$ 794,942	\$ 874,886	\$ (79,944)	-9.1%	
88,313	79,450	8,863	11.2%	<b>2</b>	603,844	543,665	60,179	11.1%	
<b>216,157</b>	<b>205,568</b>	<b>10,589</b>	5.2%	<b>3</b>	<b>1,398,786</b>	<b>1,418,551</b>	<b>(19,765)</b>	-1.4%	
(164,813)	(152,985)	(11,828)	-7.7%	<b>4</b>	(1,049,496)	(1,059,443)	9,947	0.9%	
(3,170)	(3,743)	573	15.3%	<b>5</b>	(27,298)	(25,647)	(1,651)	-6.4%	
<b>(167,983)</b>	<b>(156,728)</b>	<b>(11,255)</b>	-7.2%	<b>6</b>	<b>(1,076,794)</b>	<b>(1,085,090)</b>	<b>8,296</b>	0.8%	
77.71%	76.24%			<b>7</b>	76.98%	76.49%			
<b>48,174</b>	<b>48,840</b>	<b>(666)</b>	-1.4%	<b>8</b>	<b>321,992</b>	<b>333,461</b>	<b>(11,469)</b>	-3.4%	
659	1,433	(774)	-54.0%	<b>9</b>	6,340	10,079	(3,739)	-37.1%	
<b>48,833</b>	<b>50,273</b>	<b>(1,440)</b>	-2.9%	<b>10</b>	<b>328,332</b>	<b>343,540</b>	<b>(15,208)</b>	-4.4%	
21,815	23,460	1,645	7.0%	<b>11</b>	157,897	159,549	1,652	1.0%	
8,250	8,034	(216)	-2.7%	<b>12</b>	56,101	54,308	(1,793)	-3.3%	
7,154	6,466	(688)	-10.6%	<b>13</b>	43,494	44,327	833	1.9%	
6,660	6,625	(35)	-0.5%	<b>14</b>	43,455	44,102	647	1.5%	
1,666	2,004	338	16.9%	<b>15</b>	12,379	14,140	1,761	12.5%	
3,282	3,035	(247)	-8.1%	<b>16</b>	22,778	21,769	(1,009)	-4.6%	
<b>48,827</b>	<b>49,624</b>	<b>797</b>	1.6%	<b>17</b>	<b>336,104</b>	<b>338,195</b>	<b>2,091</b>	0.6%	
<b>6</b>	<b>649</b>	<b>(643)</b>	-99.1%	<b>18</b>	<b>(7,772)</b>	<b>5,345</b>	<b>(13,117)</b>	-245.4%	
<b>0.01%</b>	<b>1.29%</b>			<b>19</b>	<b>-2.37%</b>	<b>1.56%</b>			
1,279	289	990	342.6%	<b>20</b>	4,807	1,981	2,826	142.7%	
(19)	-	(19)	0.0%	<b>21</b>	(1,052)	-	(1,052)	0.0%	
(1,827)	(1,672)	(155)	-9.3%	<b>22</b>	(12,506)	(11,849)	(657)	-5.5%	
(150)	29	(179)	-617.2%	<b>23</b>	61	94	(33)	-35.1%	
-	-	-	0.0%	<b>24</b>	59	-	59	0.0%	
(240)	-	(240)	0.0%	<b>25</b>	(2,292)	(600)	(1,692)	-282.0%	
569	-	569	0.0%	<b>26</b>	1,554	-	1,554	0.0%	
1,373	1,373	-	0.0%	<b>27</b>	9,761	9,761	-	0.0%	
625	-	625	0.0%	<b>28</b>	2,744	-	2,744	0.0%	
-	-	-	0.0%	<b>29</b>	204	-	204	0.0%	
117	-	117	0.0%	<b>30</b>	4,105	-	4,105	0.0%	
<b>1,727</b>	<b>19</b>	<b>1,708</b>	8989.5%	<b>31</b>	<b>7,445</b>	<b>(613)</b>	<b>8,058</b>	1314.5%	
<b>\$ 1,733</b>	<b>\$ 668</b>	<b>\$ 1,065</b>	159.4%	<b>32</b>	<b>\$ (327)</b>	<b>\$ 4,732</b>	<b>\$ (5,059)</b>	-106.9%	
<b>3.55%</b>	<b>1.33%</b>			<b>33</b>	<b>-0.10%</b>	<b>1.38%</b>			
<b>\$ 1,271</b>	<b>\$ 451</b>	<b>\$ 820</b>	181.8%	<b>34</b>	<b>\$ (6,341)</b>	<b>\$ 3,098</b>	<b>\$ (9,439)</b>	-304.7%	
<b>2.60%</b>	<b>0.90%</b>				<b>-1.93%</b>	<b>0.90%</b>			

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



**WASHINGTON HOSPITAL  
BALANCE SHEET**

January 2024  
(In thousands)

SCHEDULE BOARD 2

<b>ASSETS AND DEFERRED OUTFLOWS</b>		<b>January 2024</b>	<b>Unaudited June 2023</b>	<b>LIABILITIES, NET POSITION AND DEFERRED INFLOWS</b>		<b>January 2024</b>	<b>Unaudited June 2023</b>
<b>CURRENT ASSETS</b>				<b>CURRENT LIABILITIES</b>			
1	CASH & CASH EQUIVALENTS	\$ 12,098	\$ 13,792	1	CURRENT MATURITIES OF L/T OBLIG	\$ 9,425	\$ 10,460
2	ACCOUNTS REC NET OF ALLOWANCES	73,411	66,153	2	ACCOUNTS PAYABLE	35,765	28,901
3	OTHER CURRENT ASSETS	27,962	21,749	3	OTHER ACCRUED LIABILITIES	55,902	57,874
4	TOTAL CURRENT ASSETS	<u>113,471</u>	<u>101,694</u>	4	INTEREST	10,769	10,476
				5	TOTAL CURRENT LIABILITIES	<u>111,861</u>	<u>107,711</u>
<b>ASSETS LIMITED AS TO USE</b>				<b>LONG-TERM DEBT OBLIGATIONS</b>			
5	BOARD DESIGNATED FOR CAPITAL AND OTHER	179,597	178,095	6	REVENUE BONDS AND OTHER	225,343	193,400
6	BOARD DESIGNATED FOR PENSION	0	0	7	GENERAL OBLIGATION BONDS	468,561	342,150
7	GENERAL OBLIGATION BOND FUNDS	134,973	19,399				
8	REVENUE BOND FUNDS	47,648	6,726				
9	BOND DEBT SERVICE FUNDS	24,195	34,708				
10	OTHER ASSETS LIMITED AS TO USE	10,144	9,792				
11	TOTAL ASSETS LIMITED AS TO USE	<u>396,557</u>	<u>248,720</u>	<b>OTHER LIABILITIES</b>			
12	OTHER ASSETS	334,728	319,097	8	SUPPLEMENTAL MEDICAL RETIREMENT	44,029	42,548
13	PREPAID PENSION	2,125	0	9	WORKERS' COMP AND OTHER	9,779	9,732
14	OTHER INVESTMENTS	22,971	20,166	10	NET PENSION	76,675	69,065
15	NET PROPERTY, PLANT & EQUIPMENT	569,690	576,944	11	ROU ASSET LONG-TERM	2,932	1,903
16	TOTAL ASSETS	<u>\$ 1,439,542</u>	<u>\$ 1,266,621</u>	12	NET POSITION	536,464	536,790
17	DEFERRED OUTFLOWS	54,665	70,928	13	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,475,644</u>	<u>\$ 1,303,299</u>
18	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,494,207</u>	<u>\$ 1,337,549</u>	14	DEFERRED INFLOWS	18,563	34,250
				15	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,494,207</u>	<u>\$ 1,337,549</u>





**WASHINGTON HOSPITAL  
OPERATING INDICATORS**  
January 2024

12 MONTH AVERAGE	January					FISCAL YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
155.1	165.6	161.2	4.4	3%	<b>1</b>	ADULT & PEDS AVERAGE DAILY CENSUS	155.2	161.4	(6.2)	-4%
10.7	9.8	9.1	0.7	8%	<b>2</b>	OUTPT OBSERVATION AVERAGE DAILY CENSUS	11.5	8.9	2.6	29%
165.8	175.4	170.3	5.1	3%	<b>3</b>	COMBINED AVERAGE DAILY CENSUS	166.7	170.3	(3.6)	-2%
8.3	8.5	7.3	1.2	16%	<b>4</b>	NURSERY AVERAGE DAILY CENSUS	8.1	8.7	(0.6)	-7%
174.1	183.9	177.6	6.3	4%	<b>5</b>	TOTAL	174.8	179.0	(4.2)	-2%
3.6	2.5	3.0	(0.5)	-17%	<b>6</b>	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.2	3.2	-	0%
4,715	5,134	4,998	136	3%	<b>7</b>	ADULT & PEDS PATIENT DAYS	33,372	34,692	(1,320)	-4%
325	304	281	23	8%	<b>8</b>	OBSERVATION EQUIVALENT DAYS - OP	2,469	1,922	547	28%
877	948	955	(7)	-1%	<b>9</b>	DISCHARGES-ADULTS & PEDS	6,157	6,634	(477)	-7%
5.36	5.45	5.23	0.22	4%	<b>10</b>	AVERAGE LENGTH OF STAY-ADULTS & PEDS	5.36	5.23	0.13	2%
<b>OTHER KEY UTILIZATION STATISTICS</b>										
1.550	1.535	1.531	0.004	0%	<b>11</b>	OVERALL CASE MIX INDEX (CMI)	1.565	1.545	0.020	1%
<b>SURGICAL CASES</b>										
201	206	206	-	0%	<b>12</b>	ORTHOPEDIC CASES	1,385	1,363	22	2%
26	28	30	(2)	-7%	<b>13</b>	NEUROSURGICAL CASES	190	201	(11)	-5%
11	16	13	3	23%	<b>14</b>	CARDIAC SURGICAL CASES	81	96	(15)	-16%
34	31	44	(13)	-30%	<b>15</b>	VASCULAR CASES	225	256	(31)	-12%
101	102	111	(9)	-8%	<b>16</b>	ENDOSCOPY CASES	733	713	20	3%
92	85	88	(3)	-3%	<b>17</b>	OTHER SURGICAL CASES	654	658	(4)	-1%
464	468	492	(24)	-5%	<b>18</b>	TOTAL CASES	3,268	3,287	(19)	-1%
164	191	207	(16)	-8%	<b>19</b>	TOTAL CATH LAB CASES	1,166	1,373	(207)	-15%
126	124	106	18	17%	<b>20</b>	DELIVERIES	881	898	(17)	-2%
8,602	8,955	8,729	226	3%	<b>21</b>	OUTPATIENT VISITS	59,786	59,587	199	0%
4,938	5,210	5,386	(176)	-3%	<b>22</b>	EMERGENCY VISITS	35,210	36,177	(967)	-3%
<b>LABOR INDICATORS</b>										
1,434.4	1,366.6	1,470.1	103.5	7%	<b>23</b>	PRODUCTIVE FTE'S	1,426.5	1,454.1	27.6	2%
206.9	275.9	203.9	(72.0)	-35%	<b>24</b>	NON PRODUCTIVE FTE'S	219.6	197.8	(21.8)	-11%
1,641.3	1,642.5	1,674.0	31.5	2%	<b>25</b>	TOTAL FTE'S	1,646.1	1,651.9	5.8	0%
5.27	4.88	5.60	0.72	13%	<b>26</b>	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.22	5.56	0.34	6%
6.03	5.87	6.37	0.50	8%	<b>27</b>	TOTAL FTE/ADJ. OCCUPIED BED	6.03	6.31	0.28	4%



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# Memorandum

DATE: March 4, 2024

TO: Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Fulfillment of Critically Needed Position (Edward Fayen)

As the Board is well aware, Washington Hospital Healthcare System, like many other healthcare systems, is facing significant challenges in recruiting qualified employees to fill critical positions.

The law allows the District to employ a retired employee before the 180 day waiting period provided that the Board of Directors, certifies “the nature of the employment and that the appointment is necessary to fill a critically needed position before the 180 days have passed” [Cal Gov Code § 7522.56]. The Board’s action may not be placed on the consent calendar.

Edward Fayen, Executive Vice President & COO, is retiring on April 1, 2024, but his skills and experience in construction design, management and operations are needed to perform critical work of limited duration. As the Board of Directors is aware, we are embarking on the next phase of the Facility Master Plan in order to meet the state of California mandated seismic regulations. This entails in depth knowledge of design and construction management for this project and associated ones that cost over \$400 million dollars and entails building a full new building. Edward Fayen is the only employee who has a complete understanding of these required construction projects. He is needed to assist with these projects and help with transitioning the new Director of Construction Management into her position.

We do not make this request lightly. However, these are extraordinary times, and his assistance is of critical importance to the smooth functioning and future growth of our Healthcare System.

I therefore recommend that the Board of Directors certify and approve the employment of Edward Fayen to fill a critically needed position for no more than 180 days and to not exceed 360 hours.



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# Memorandum

DATE: March 4, 2024

TO: Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Fulfillment of Critically Needed Position (Robert Alfieri)

As the Board is well aware, Washington Hospital Healthcare System, like many other healthcare systems, is facing significant challenges in recruiting qualified employees to fill critical positions.

The law allows the District to employ a retired employee before the 180 day waiting period provided that the Board of Directors, certifies “the nature of the employment and that the appointment is necessary to fill a critically needed position before the 180 days have passed” [Cal Gov Code § 7522.56]. The Board’s action may not be placed on the consent calendar.

Robert Alfieri, Chief of Facilities Services, is retiring on April 1, 2024. His skills and experience in facilities management are needed to perform critical work of limited duration, especially given the fact that we are embarking on the next phase of the Facility Master Plan in order to meet state of California mandated seismic regulations. At this point, Robert Alfieri is the only person with the depth and breadth of knowledge of our facilities to ensure that they run smoothly and effectively for the safety of our patients, staff and physicians. Robert is needed to be available to assist with any issues or questions that arise pertaining to our facilities infrastructure and to be available to train his replacement.

We do not make this request lightly. However, these are extraordinary times, and his assistance is of critical importance to the smooth functioning and future growth of our Healthcare System.

I therefore recommend that the Board of Directors certify and approve the employment of Robert Alfieri to fill a critically needed position for no more than 180 days and to not exceed 360 hours.