



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, June 14, 2023 – 6:00 P.M.

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

<https://zoom.us/j/97023193323?pwd=SW9wOTR6ZnJDODITSkRMVnFaVTFkdz09>

Passcode: 308161

Board Agenda and Packet can be found at:

[June 2023 | Washington Hospital Healthcare System \(whhs.com\)](https://www.whhs.com)

AGENDA

PRESENTED BY:

I. **CALL TO ORDER &
PLEDGE OF ALLEGIANCE**

Bernard Stewart, DDS
Board President

II. **ROLL CALL**

Cheryl Renaud
District Clerk

III. **COMMUNICATIONS**

A. Oral

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.

B. Written

IV. **CONSENT CALENDAR**

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.

Bernard Stewart, DDS
Board President

A. Consideration of Minutes of the Regular Meetings of the District Board: May 10, 15, 22 and 24, 2023

Motions Required

B. Consideration of ARBA Retail Systems Point of Sale

V. PRESENTATIONS

A. Budget Estimate FY 2023-2024

PRESENTED BY:

Thomas McDonagh
Vice President and Chief Financial
Officer

Erica Luna
Assistant Chief Financial Officer

VI. REPORTS

A. Medical Staff Report

Shakir Hyder, MD
Chief of Medical Staff

B. Service League Report

Sheela Vijay
Service League President

C. Quality Report: Annual Stroke Program Update

Jack Rose, MD
Co-Medical Director, Stroke Program

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 Resolution No. 1251 Budget
Estimate FY 2023-2024

Motion Required

VIII. ANNOUNCEMENTS

IX. ADJOURNMENT

Bernard Stewart, DDS
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 meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, May 10, 2023 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Stewart 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: Bernard Stewart, DDS; Michael Wallace; William Nicholson, MD; Jacob Eapen, MD

ROLL CALL

Absent: Jeannie Yee

Also present: Kimberly Hartz; Cheryl Renaud; Nicholas Kozachenko; Tina Nunez; Ed Fayen; Larry LaBossiere; Tom McDonagh; Shirley Ehrlich

Guests: Kayla Gupta; Daniel Nardoni; Erica Luna; Angus Cochran; John Lee; Kristin Ferguson; Sheela Vijay; Shakir Hyder, MD; Mary Bowron; Walter Choto; Felipe Villanueva; Brian Smith, MD; Srikar Boddar;

Director Stewart welcomed any members of the general public to the meeting.

OPENING REMARKS

Director Stewart noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website. This meeting is being recorded for broadcast at a later date.

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Director Stewart presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Consideration of Minutes of the Regular Meetings of the District Board: April 12, 17, 24 and 26, 2023
- B. Consideration of Garden Level CJR Office Project
- C. Consideration of Contract Modeling and Reporting Tool (Revenue Cycle Management)
- D. Consideration of Copier Replacement
- E. Consideration of UPS Systems for CT Machines
- F. Consideration of Two-Bin Kanban Supply System
- G. Consideration of Project to Move Information Services and Approval of Lowest Responsible Bidder
- H. Consideration of Appointment of Safety Officer: Daniel O'Connell, Security & Safety Director

Director Nicholson moved that the Board of Directors approve the Consent Calendar, Items A through H. Director Wallace seconded the motion.

Roll call was taken:

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

Motion Approved.

Kimberly Hartz, Chief Executive Officer, introduced Angus Cochran, Chief of Community Services and Kayla Gupta, Community Outreach Manager. Kayla gave a presentation regarding the Community Health Needs Assessment (CHNA). The purpose of the CHNA includes providing insight into the health of the community, prioritizing local health needs and recognizing the areas of focus to develop outreach and education strategies to improve the well-being of our community members. The key health needs were identified as behavioral health, housing & homelessness, and access to healthcare including diabetes, heart disease and respiratory health. Washington Township Health Care District currently serves a total population of 350,145. The impact of the Covid-19 Pandemic affected the health and healthcare needs of our District residents and exacerbated the health disparities among our community.

*PRESENTATION:
COMMUNITY HEALTH
NEEDS ASSESSMENT*

The CHNA report will be published on the website by June 30. This information will be shared with the District Cities and Community Partners to solicit additional feedback and will be presented at a future Board meeting. It is anticipated the Health Improvement Plan will be published in the fall.

Director Nicholson moved that the Board accept the findings contained in the 2023 Community Health Needs Assessment. Director Eapen seconded the motion.

Roll call was taken:

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

Motion Approved.

Ed Fayen, Executive Vice President and Chief Operating Officer, provided a Construction Update, which detailed the progress of the WHHS Patient Bridge. Estimated date of completion for this project is December of 2023.

*PRESENTATION:
CONSTRUCTION
UPDATE*

Dr. Shakir Hyder, Chief of Staff, reported there are 610 Medical Staff members, including 339 active members. Dr. Hyder reported that the Washington Hospital Medical Staff Dinner Dance honoring Dianne Martin, MD, who is the recipient of the 2023 Remo Cerruti award.

*MEDICAL STAFF
REPORT*

The Washington Hospital Medical Staff elections will begin on May 12 through survey monkey.

Kimberly Hartz introduced the Service League President, Sheela Vijay. Sheela reported for April that there were 185 members of the Service League who contributed 1,781 hours to the Hospital. Mended Hearts volunteers spoke with 30 heart patients and 11 family members and caregivers.

*SERVICE LEAGUE
REPORT*

Sheela has made a goal to become acquainted with each of the different volunteer assignments we offer. Last month she spent time with the Surgery Liaison Trainer, Ken Carlson. Surgery Liaison Volunteers provide companionship to anxious family members in the surgery waiting area.

Sheela also thanked Washington Hospital for hosting the Annual Volunteer Recognition Luncheon in April for the Service League Members, Foundation, Trustees and Volunteers.

Kimberly Hartz introduced Dr. Brian Smith, Chief Medical Information Officer and Quality Patient Safety Advisor. Dr. Smith reviewed the FY2024 Hospital Initiatives. He explained that by using the Priority Assessment Tool, it reflects the roadmap in improving patient outcomes and what indicators need improvement. This matrix assists in guiding the Hospital and Medical Staff priorities and operational decision making for all members of the healthcare team. The 2024 Initiatives for Washington Hospital include Reduction of Hospital-Acquired Conditions (HACs), Utilization Management, Patient Safety, Mortality and Health Equity. Health Equity is a new National Patient Safety Goal (NPSG) and dovetails with our Community Needs Assessment.

*QUALITY REPORT:
FY2024 HOSPITAL
INITIATIVES &
QUALITY DASHBOARD
Q/E MARCH 2023*

Mary Bowron, Chief of Quality and Resource Management, presented the Quality Dashboard for quarter ending March 31, 2023, comparing WHHS statistics to State and National benchmarks. She reported that there were zero MRSA Bloodstream Infections this past quarter and there were three Catheter Associated Urinary Tract Infections, which was above the predicted number of infections (1.188). There were zero Central Line Associated Bloodstream Infection (CLABSI), which was lower than predicted, and zero infections following colon surgery and zero infections following abdominal hysterectomy. C-Difficile: There were 2 hospital-wide C. diff infections. Hand Hygiene was at 78%.

Our moderate fall with injury rate of 0.36 was lower than the national rate for the quarter at 0.64. Hospital Acquired Pressure Ulcer rate of 0% was lower than the national benchmark this past quarter.

The 30-day readmission rate for AMI discharges was higher than the CMS benchmark (18.2% versus 15%). There was a higher percent of 30-day Medicare pneumonia readmissions compared to the CMS national benchmark (19.1% versus 14.8%). 30-day Medicare Heart Failure readmissions were lower (17.9% versus 21.3%) than the CMS benchmark. 30-day Medicare Chronic Obstructive Pulmonary Disease (COPD) readmission rate was lower than the CMS benchmark (12.5% versus 19.8%). 30-day Medicare CABG readmission rate was higher (25.0% versus 11.9%) than the CMS benchmark. 30-day Medicare Total Hip Arthroplasty (THA) and/or Total Knee Arthroplasty (TKA) was lower than the CMS benchmark (0.0% versus 4.1%).

Tom McDonagh, Vice President & Chief Financial Officer, presented the Finance Report for March 2023. The average daily inpatient census was 165 with admissions of 906 resulting in 5,138 patient days. Outpatient observation equivalent days were 296. The average length of stay was 5.48 days. The case mix index was 1.517. Deliveries were 143. Surgical cases were 395. The Outpatient visits were 10,059. Emergency visits were 5,069. Cath Lab cases were 158. Joint Replacement cases were 185. Neurosurgical cases were 23. Cardiac Surgical cases were 11. Total FTEs were 1,683.6. FTEs per adjusted occupied bed were 5.82.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for April 2023. Preliminary information for the month indicated total gross revenue at approximately \$183.2 million against a budget of \$191,035,000. We had 38 COVID-19 discharges which was 3 fewer cases from the prior month, and 16 more than April 2022 at 22 discharges.

*HOSPITAL
OPERATIONS REPORT*

The Average Length of Stay was 5.17. The Average Daily Inpatient Census was 141.4. There were 7 discharges with lengths of stay greater than 30 days, ranging from 38-62. Still in house at the end of April were 7 patients with length of stays of over 30 days and counting.

There were 4,242 patient days. There were 340 Surgical Cases and 150 Cath Lab cases at the Hospital. It was noted that there were 52 cases at the Peninsula Surgery Center in April.

Deliveries were 115. Non-Emergency Outpatient visits were 8,525. Emergency Room visits were 4,727. Total Government Sponsored Preliminary Payor Mix was 72.1%, against the budget of 71.8%. Total FTEs per Adjusted Occupied Bed were 6.20. The Washington Outpatient Surgery Center had 464 cases and the clinics had approximately 14,086 visits.

There were \$310K in charity care adjustments in April.

May Employee of the Month: Joannah Paig, Accounting Associate.

*EMPLOYEE OF THE
MONTH*

Past Health Promotions & Community Outreach Events:

HOSPITAL CALENDAR

- April 15: SPOT Skin Cancer Screening Event
- April 18: Early Stage Breast Cancer: What You Should Know
- April 18: Stroke Prevention
- April 19: Medicare Presentation
- April 19: Understanding Palliative Care
- April 22: Emergency Preparedness Fair
- April 22: New Haven Day 2023
- April 22: Go Green with us in 2023! Earth Day Celebration
- May 2: Carotid Artery Disease (CAD) What is it? How can we treat it?
- May 8-12: Hospital Week and Nurses Week

Upcoming Health Promotions & Community Outreach Events:

- May 18: Celebration of Life
- May 22: Diabetes Education
- May 30: Stroke Prevention
- June 1: Advance Directives and POLSTs
- June 3: Tattoo Removal Clinic
- June 6: HPV Vaccine: When and Why?
- June 7: Understanding Palliative Care
- June 8: Fall Prevention
- June 14: Aortic Stenosis
- June 14: Feeding Your Baby During the First Year
- A total of 98,988 COVID vaccine doses have been administered to community members at our vaccination clinic.

Washington Hospital Healthcare System received and Washington Township Medical Foundation physicians received the following recognition in the Best of Fremont Reader's Choice Awards.

Best OB/GYN – Stacey Barrie, MD
Best Plastic Surgeon – Prasad Kilaru, MD
Best Doctor – Alexander P. Sah, MD
Best Ophthalmologist – Steven C. Anderson, MD
Best Orthopedic Surgeon – Alexander P. Sah, MD
Best Hospital – Washington Hospital

Honorable Mention:

OB/GYN – Elizabeth Kurkjian, MD
Dermatologist – David C. Gorsulowsky, MD
Doctor – Thomas Collins-Pallett, MD
Orthopedic Surgeon – Russell Nord, MD

The Foundation's 36th Annual Golf Tournament was held on Thursday, May 4, 2023, at the Club at Castlewood in Pleasanton. The tournament was attended by 124

Board of Directors' Meeting

May 10, 2023

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golfers and 4 teams of bocce players. Funds raised are still being calculated, and is designated in support of surgical services at Washington Hospital.

The Foundation will continue to host free charitable giving and estate planning seminars in partnership with estate planner Richard Schachtli at Hopkins Carley. The next free seminar will be held on June 21 at 5pm in the Anderson Auditoriums at Washington West.

The 37th Annual Top Hat Gala is scheduled for Saturday, October 14, 2023.

There being no further business, Director Stewart adjourned the meeting at 7:50 p.m. *ADJOURNMENT*

Bernard Stewart, DDS
President

Jeannie Yee
Secretary

DRAFT

A regular meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, May 15, 2023 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Stewart 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: Bernard Stewart, DDS; William Nicholson, MD; Jeannie Yee; Jacob Eapen, MD

ROLL CALL

Absent: Michael Wallace

Also present: Kimberly Hartz; Tom McDonagh; Larry LaBossiere; Tina Nunez; Paul Kozachenko; Ed Fayen; Cheryl Renaud; Shirley Ehrlich

Director Stewart welcomed any members of the general public to the meeting.

OPENING REMARKS

Director Stewart noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website. This meeting is being conducted in the Board Room and by Zoom.

There were no Oral communications.

*COMMUNICATIONS
ORAL*

There were no Written communications

*COMMUNICATIONS
WRITTEN*

Director Stewart presented the Consent Calendar for consideration:

CONSENT CALENDAR

A. Consideration of Appointment of Radiation Safety Officer: Dr. Sunil Upender

Director Nicholson moved that the Board of Directors approve the Consent Calendar Item A. Director Yee seconded the motion.

Roll call was taken:

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

Motion Approved.

Director Stewart adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to a Conference involving Trade Secrets pursuant to Health & Safety Code section 32106 (Strategic Planning Discussion); Conference involving Personal Matters: Chief Executive Officer. Director Stewart stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this meeting was being conducted in the Board Room and via Zoom, there is 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 May 16, 2023. The minutes of this meeting will reflect any reportable actions.

ADJOURN TO CLOSED SESSION

Director Stewart reconvened the meeting to open session at 8:22 p.m. and reported no reportable action taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Stewart adjourned the meeting at 8:22 p.m.

ADJOURNMENT

Bernard Stewart, DDS
President

Jeannie Yee
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, May 22, 2023 in the Board Room at 2000 Mowry Avenue, Fremont and by Teleconference. Director Stewart called the meeting to order at 7:30 a.m.

CALL TO ORDER

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

ROLL CALL

Absent: Michael Wallace

Also present: Kimberly Hartz; Shakir Hyder, MD; Prasad Kilaru MD; Tim Tsoi, MD; Mark Saleh, MD; John Romano, MD; Larry LaBossiere; Mary Bowron, RN; Brian Smith, MD; Kristin Ferguson, RN; Jaspreet Kaur

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS
WRITTEN*

Director Stewart adjourned the meeting to closed session at 7:35 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 Stewart reconvened the meeting to open session at 9:15 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 9:15 a.m.

ADJOURNMENT

Bernard Stewart, DDS
President

Jeannie Yee
Secretary

A regular meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, May 24, 2023 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Stewart 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: Bernard Stewart, DDS; Michael Wallace; William Nicholson, MD; Jeannie Yee; Jacob Eapen, MD

ROLL CALL

Also present: Kimberly Hartz; Ed Fayen; Tom McDonagh; Larry LaBossiere; Tina Nunez; Paul Kozachenko; Cheryl Renaud; Shirley Ehrlich; John Zubiena

Director Stewart welcomed any members of the general public to the meeting.

OPENING REMARKS

Director Stewart noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website. This meeting is being conducted in the Board Room and by Zoom.

The following persons commented: Jonathan Burdick, Jessica Ulloa, and Emmanuel Rivera.

*COMMUNICATIONS
ORAL*

There were no Written Communications.

*COMMUNICATIONS
WRITTEN*

Dr. Stewart presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Consideration of Medical Staff: Hospice and Palliative Care Medicine Privileges
- B. Consideration of Medical Staff: Infectious Disease Privileges
- C. Consideration of OnBase Upgrade

Director Yee moved that the Board of Directors approve the Consent Calendar, Items A through C. Director Eapen seconded the motion.

Roll call was taken:

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

Motion Approved.

Director Stewart adjourned the meeting to closed session at 6:15 p.m., as the discussion pertained to reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Sections 1461 and 32155, Conference involving Trade Secrets pursuant to Health & Safety Code section 32106, and Conference with Legal Counsel – Anticipated Litigation pursuant to Government Code section 54956.9(d)(2). Director Stewart stated that the public has a right to

*ADJOURN TO CLOSED
SESSION*

know what, if any, reportable action takes place during closed session. Since this meeting was being conducted in the Board Room and via Zoom, there is 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 May 25, 2023. The minutes of this meeting will reflect any reportable actions.

Director Stewart reconvened the meeting to open session at 8:47 pm. The District Clerk reported that during the closed session, the Board approved the closed session meeting minutes of April 17 and 26, 2023 and the Medical Staff Credentials Committee Report by unanimous vote of all Directors present.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Stewart adjourned the meeting at 8:47 pm.

ADJOURNMENT

Bernard Stewart, DDS
President

Jeannie Yee
Secretary

DRAFT



DATE: June 7, 2023

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: **ARBA Retail Systems Point of Sale**

The ARBA Retail Systems Point of Sale is for the Hospital Cafeteria. Currently, the hospital cafeteria only accepts cash for payment and utilizes an outdated and costly paper card system for employee meals.

The ARBA Retail Systems Point of Sale system is a digital platform that will process all major forms of payment (with exemption of paper check), allow employee payroll deduction via badge scan, allow sales data tracking, and will accept gift cards for specific uses such as patient experience and doctors' meals.

The new system will likely increase cafeteria sales, decrease expenses related to the employee meal program, provide automated sales tracking and tools for programming development to further engage patients, guests, and employees.

It is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the ARBA Retail System for the hospital cafeteria for a total amount not to exceed \$25,710.00. This project was included in the FY 2023 capital budget.

Kimberly Hartz, Chief Executive Officer

Washington Hospital Budget Estimate



FY 2024

DIRECTORS AND OFFICERS

WASHINGTON TOWNSHIP HEALTH CARE DISTRICT
2000 Mowry Avenue
Fremont, California 94538
(510) 797-1111

BOARD OF DIRECTORS

BERNARD STEWART, D.D.S.
President

MICHAEL WALLACE
First Vice President

JACOB EAPEN, M.D.
Treasurer

WILLIAM NICHOLSON, M.D.
Second Vice President

JEANNIE YEE
Secretary

ADMINISTRATION

KIMBERLY HARTZ
Chief Executive Officer

MEDICAL EXECUTIVE COMMITTEE

Effective July 1, 2023

MARK SALEH, M.D.
Chief of Staff

AARON BARRY, M.D.
Chief of Staff – Elect

DIANA LO, M.D.
Chairperson
Department of OB/GYN

JEFFREY STUART, M.D.
Chairperson
Physicians Well-Being Committee

SHAKIR HYDER, M.D.
Immediate Past Chief of Staff

JAMES MCGUIRE, M.D.
Chairperson
Department of Pediatrics

CARMEN AGCAOILI, M.D.
Chairperson
Critical Care Committee

RANJANA SHARMA, M.D.
Medical Staff Liaison Officer

SUNIL UPENDER, M.D.
Chairperson
Department of Radiology

VACANT
Chairperson
Clinical Evaluation Committee

MING ZHUO-STINE, M.D.
Chairperson
Department of Anesthesiology

ALEXANDER SAH, M.D.
Chairperson
Department of Surgery

KADEER HALIMI, M.D.
Chairperson
Emergency Medicine Section

HARPREET SINGH, M.D.
Chairperson
Department of Family &
Community Medicine

CYRUS SHARIAT, M.D.
Chairperson
Pharmacy, Nutrition & Therapeutics
Committee

JESSIE XIONG, M.D.
Medical Director of Pathology

JEANIE AHN, M.D.
Chairperson
Department of Medicine

KHALID BAIG, M.D.
Chairperson
Quality & Resource Management
Committee

BRIAN SMITH, M.D.
Chief Medical Information Officer

JOHN ROMANO, M.D.
PPEC Liaison Officer

KRANTHI ACHANTA, MD
Chairperson
Utilization Management

WASHINGTON HOSPITAL

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MISSION STATEMENT

As the local Health Care District, our mission is to meet the health care needs of the District residents through medical services, education and research.

Within this scope, Washington Township Health Care District is committed to assuming the leadership role in improving and maintaining the health status of the residents by:

Identifying and assessing community health care needs.

Developing mechanisms to respond to the identified needs within the financial capabilities of the District.

Committing to a culture of patient safety and accountability.

Adopting identified best practices.

Providing access to high quality, cost-effective health services through an integrated delivery system.

Partnering with a diverse medical staff, academic medical centers and other providers to meet the health care needs of the District residents.

Providing appropriate employee, professional and community educational resources to enhance patient care and health promotion throughout the District.

To support the fulfillment of the mission, the District's strategic vision is to be the regional medical center of Southern Alameda County offering services that span the full range of care within the available financial resources.

Resolved by the Board of Directors
Washington Township Health Care District
April 22, 2020

**WASHINGTON HOSPITAL
BUDGET ESTIMATE**

(In thousands)

I.	<u>REVENUE</u>	\$618,210
A.	<u>Net Operating Revenue</u>	\$593,027
	Patient Revenue	\$2,499,637
	Less: Contractual Allowances and Provisions	1,922,010
	Net Patient Revenue	577,627
	Other Operating Revenue	15,401
B.	<u>Net Non-Operating Revenue</u>	\$25,183
	Investment Income	\$3,387
	Rental Income, Net of Amortization	635
	General Obligation Bond Property Tax Revenue	16,626
	Foundation Donation	4,535
II.	<u>EXPENDITURES</u>	\$618,210
A.	<u>Operating Expenditures</u>	\$577,976
	Salaries, Wages & Benefits	\$367,031
	Supplies & Services	163,016
	Insurance	4,263
	Utilities	6,819
	Reserves - Depreciation	36,847
B.	<u>Non-Operating Expenditures</u>	\$40,234
	Plant & Equipment	\$43,336
	General Obligation Bond Debt Service	17,972
	Revenue Bond Debt Service	15,665
	Funding of Affiliate Operations, Net	27,003
	Reserves - Capital & Operations	(63,742)



DATE: June 9, 2023

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Proposed Fiscal Year 2024 Budget Estimate for the Washington Township Health Care District

The Budget Estimate for Fiscal Year 2024 will be presented to the Board of Directors at the June 14, 2023 meeting. Upon approval by the Board of Directors, the Budget will constitute authority for the Chief Executive Officer to meet the financial obligations of the Washington Hospital Healthcare System within available funds, in accordance with the District's Mission Statement, applicable laws, regulations, procedures and precedents pertaining to the District.

The FY 2024 Budget for Washington Hospital provides for net operating revenue in the amount of \$593,027,000 and total operating expenses of \$577,976,000. This year, total depreciation is budgeted at \$36,847,000. As a result, we are projecting an operating income of \$15,052,000. Capital spending requests are budgeted at \$43,336,000. These capital requests will be funded with \$29,430,000 of bond proceeds and donations, as well as \$13,906,000 of District cash flow funds. In addition, the proposed FY 2024 Budget Estimate includes \$27,003,000 to fund operations of the Washington Township Hospital Development Corporation and Washington Township Medical Foundation. These two entities are integral to meeting our goal of continuing to improve the health status of the residents of our District.

Washington Hospital experienced some of the most unprecedented medical and economic challenges during the COVID-19 pandemic. The pandemic had a heavy financial toll on California hospitals including Washington Hospital. As operations recover and normalize, the System's situation has improved. The COVID-19 State of Emergency in California was lifted on February 28, 2023. However, the impact it had was far reaching and will remain with us as a System and community for some time. We also recognize that COVID-19 is not going away but is now simply a part of our "new normal". From an operational standpoint, we have incorporated many COVID-19 learnings into our daily routines and processes to meet new demands and to continue to care for our community well into the future.

The operational and financial challenges of the past few years marked by the pandemic prompted the System to reevaluate our growth plans and embark on a "Road to Recovery." Starting in FY22, we focused on stabilizing and optimizing the operations of the organization, building the needed infrastructure, and recapturing the patient volumes that had diminished during the height of the pandemic as patients delayed accessing care. The System worked diligently in FY23 towards these goals in spite of the economically challenged environment.

In FY24, we continue to focus on our Road to Recovery improving care coordination and utilization management to ensure our patients receive the appropriate level of care and for the appropriate duration, in order to achieve the most optimal patient outcomes possible. We are working to improve our revenue cycle processes and collaborate more closely with the payers as well as our patients. We have made significant progress in these areas and continue to move forward, never losing sight of our Patient First Ethic. These efforts require our staff, our physicians and our management team to work closely and collaboratively in order to achieve results that are crucial to our future success and sustainability.

Kimberly Hartz, Chief Executive Officer

Washington Township Health Care District • Washington Hospital • Institute for Joint Restoration and Research • Sandy Amos RN Infusion Center
Taylor McAdam Bell Neuroscience Institute • UCSF - Washington Cancer Center • Washington Center for Wound Healing & Hyperbaric Medicine
Washington Maternal Child Education • Washington on Wheels • Washington Outpatient Diabetes Program • Washington Outpatient Imaging Center
Washington Outpatient Rehabilitation Center • Washington Outpatient Surgery Center • Washington Prenatal Diagnostic Center
Washington Radiation Oncology Center • Washington Special Care Nursery • Washington Sports Medicine • Washington Township Medical Foundation
Washington Urgent Care • Washington Wellness Center • Washington Women's Center





Even as we work to achieve operational improvements and meet the needs of our community today, we keep our eyes on the road ahead. We are taking steps to grow and expand the services our community will need tomorrow, by making the investments required today. This brings us to the final keystone of our Road to Recovery journey. We continue to focus on new growth and building the infrastructure for growth in our strategic service lines in order to meet the future needs of our patients and community.

In 2022, we were designated as the next Level II Adult Trauma Center for Alameda County. FY23 saw us begin moving forward in our journey with the numerous preparations needed in order to see our first trauma patient in the late summer of 2024. In FY24 we will continue the recruitment process for our Trauma Director and Medical Director positions, partner with trauma consultants to develop the operational policies and procedures required and work with staff and physicians on necessary training and education. The financial resources needed for capital and operational requirements related to trauma have been included in the FY24 budget.

We continue to prioritize physician and staff recruitment and retention to serve our community with the best talent available as we grow important clinical service lines. We continue to see growth in our cancer care services year over year. We have expanded our orthopedic service line and have partnered with our physicians to further expand into additional clinic space and outpatient surgery centers. Oncology, orthopedics, neurosciences and maternal child health continue to be key areas of strategic growth.

We secured from our community funding in FY22 to begin the final phase of the Facility Master Plan, which will ensure that we can meet the California seismic requirements and provide state-of-the-art facilities for the community we serve. In FY23, we completed the design and will be submitting the construction documents for approval of the Morris Hyman Infill Project. Construction on the Patient Bridge Connection is well underway and should be completed in FY24. In FY24, we will also begin the design of our Phase 3 building. These projects are vital to maintaining the high level of care we provide to our community into the future, and we are extremely thankful to our community for supporting this next phase of our Facility Master Plan.

As we continue our journey on the “Road to Recovery” and move into FY24, we will be facing new challenges and a lasting difficult health care environment coupled with a potential recession and significant escalations in our cost of labor, pharmaceuticals, and supplies. Along with inflationary pressures, we are also seeing volatile investment markets, which have evaporated significant gains on our operating reserves and pension funds earned during calendar year 2021 and early 2022. Less income from our market investments and capital investments can impact an organization’s ability to finance future capital investments and purchases.

As we work to address the ongoing workforce shortage most hospitals are also struggling with, we have made significant investments in our workforce, including staff and physicians across the System. These investments represent increases in our labor cost and professional fees.

Overall, the FY24 budget provides the necessary resources to sustain and further the clinical excellence we provide here at Washington Hospital Healthcare System. It also supports our institutional commitment to the Patient First Ethic.

Kimberly Hartz, Chief Executive Officer

Washington Township Health Care District • Washington Hospital • Institute for Joint Restoration and Research • Sandy Amos RN Infusion Center
Taylor McAdam Bell Neuroscience Institute • UCSF - Washington Cancer Center • Washington Center for Wound Healing & Hyperbaric Medicine
Washington Maternal Child Education • Washington on Wheels • Washington Outpatient Diabetes Program • Washington Outpatient Imaging Center
Washington Outpatient Rehabilitation Center • Washington Outpatient Surgery Center • Washington Prenatal Diagnostic Center
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Washington Hospital Healthcare System

2000 Mowry Avenue, Fremont, California 94538-1716 | 510.797.1111
www.whhs.com

Maintaining our financial health is essential to caring for our community, investing in new technologies and services, and preparing for the future, including pandemics and other unexpected emergencies. We are confident that the hard work, resilience, and compassion shown by our staff and physicians each and every day, will ensure that even during uncertain and difficult times, the health care needs of our patients will be met and exceeded by their independent, local community hospital.

Kimberly Hartz
Chief Executive Officer

Kimberly Hartz, Chief Executive Officer

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PLANS AND PRIORITIES

The major strategic and operational initiatives for Fiscal Year 2024 are:

- Drive Continuous Improvements in Quality and Safety
- Implement Utilization Management and Revenue Cycle Strategies
- Optimize Payer Contracting Reimbursement Rates
- Leverage Mission Critical Technology to Enhance the Patient Experience
- Continue Investing in our Diversity, Equity, and Inclusion (DEI) Journey
- Strengthen Recruiting and Retention Across WHHS
- Continue appropriate Cost Savings Initiatives, including Labor Productivity
- Implement the next phase of our campaign to refresh the WHHS brand
- Continue to prepare for the FY25 go live as a Trauma Center by hiring and training new and existing staff and physicians and developing appropriate operational policies and procedures
- Focus on strategic growth initiatives (including partnerships and joint venture agreements)
 - Cancer Care Services, Cath lab, Cardiac and Neuro Programs, Joint Replacement, and Maternal Child Health
- Fund Capital Infrastructure Investments in our future, including the Patient Bridge and Morris Hyman Expansion of Patient Services (In-fill Project), Expansion of the Institute for Joint Restoration and Research Clinic, and relocation of WTMF to the Fremont Office Center (FOC)

These priorities have been included in the budget.

SERVICE VOLUMES

Discharges for FY24 are budgeted to increase 5.5%, driven by anticipated growth in both medical and surgical cases.

Corresponding to the expected increase in discharges and partially offset by the expected decline in average length of stay, Patient Days are expected to increase 1.6%. The average length of stay is projected to decrease by 5.5%, due to ongoing care coordination and utilization management efforts.

Surgical cases overall are budgeted to increase by 2.2% driven primarily by growth in endoscopy, cardiac and neuro surgeries. The anticipated growth is partially offset by the expected decline in joint replacement cases, which are migrating to our existing and new outpatient surgery centers.

Total Cath Lab cases are budgeted to increase by 19.8%, driven by increases in non-vascular and peripheral cases. In FY23, we saw our Cath Lab cases decline due to physician turnover, but FY24 is expected to be on par with FY22 due to recruiting new physicians to the Healthcare System.

Outpatient visits are expected to remain consistent with the current year. The anticipated growth in our oncology program, including infusion visits and radiation oncology visits, as well as other areas is offset by the decline in lab visits related to the regulatory changes in Covid-19 testing requirements.

These changes are reflected in revenues, reimbursement and expenses in this Budget.

PATIENT REVENUES

Gross patient revenue is expected to increase 5.6% due to the volume increases as outlined above.

The improvement in the contractual write-off and provision for doubtful accounts percentage is related to improvements in the commercial payer contracts as well as the implementation of revenue cycle improvement initiatives.

As a result, Net Patient Revenue is expected to increase by 8%.

OTHER OPERATING REVENUES

The 56.9% increase in other operating revenues primarily reflects new revenue related to the 340B Retail Pharmacy Program. This program allows us to purchase many drugs at a meaningful discount.

OPERATING EXPENDITURES

Significant factors influencing the overall 4.1% increase in operating expenditures for the budget year are as follows:

- Salaries and Wages are expected to increase 6.9% due to wage inflation and increases in FTEs related to the volume increases. There are also additional FTEs for new programs including Trauma, Radiation Oncology and infrastructure improvements.
- Employee Benefits are expected to remain relatively flat with FY23. It should be noted, however, that the projection for FYE23 includes a pension expense of \$20.0 million that will be recorded at the end of June 2023. The FY24 budget includes an anticipated pension expense of \$19.8 million. Both years, the projection and budget, represent a significant increase from the FY22 expense amounts, when a credit of \$5.0 million was recorded due to favorable investment earnings in the pension plan prior to CY22. The expense amounts recorded in FY23 and FY24 reflect a portion of the market value depreciation the plan incurred in CY22.
- Professional fees are expected to increase 5.1% primarily due to market-based rate increases to recruit and retain physicians as well as cost related to the development of the Trauma program. The increases in physician fees are partially offset by a decrease in consulting expense related to consulting projects related to the utilization and revenue cycle initiatives in current year coming to an end.
- Supplies are expected to increase 6.7% due to increased volume and inflation.
- Purchased Services are expected to increase 8.6% due to costs related to the Trauma program development, increase in security services, and an expected increase in recruitment fees.
- Utilities are expected to increase 8.7% due mainly to inflation in energy cost.
- Insurance is expected to increase by 19.3% due to premium rate increases in both professional liability, property, cyber and other insurance.

- Marketing & Advertising is expected to increase 103.8% as the Healthcare System implements its re-branding efforts, as well as implementing advertising related to identified product lines and trauma.
- Software Licenses & Maintenance is increasing 5.2% due to inflation.
- Depreciation is decreasing 15.8% as certain assets have been fully depreciated.

NON-OPERATING INCOME

- Investment income is projected to decrease 16.4% given the more recent earnings performance.
- Rental income is estimated to increase due to new tenants anticipated.
- As part of the District's continuing budget policy, realized and unrealized gains or losses on the investment portfolio are not budgeted due to the unpredictability of market performance.
- General Obligation Bond Property Tax Revenue of \$16.6 million provides for the debt service requirements on our General Obligation Bonds for the year.
- Foundation donations are expected to see their best year of giving in FY24 since the Morris Hyman Building project. The charitable Foundation has an active capital fundraising campaign going on right now for the new Cancer Center.
- Interest Expense is expected to remain flat. This will increase should we issue any additional bonds in FY24. The increase will depend on how much is issued and the maturity of the bonds.
- There is \$600k budgeted for bond issuance costs anticipated in FY 2024.

AFFILIATE OPERATIONS

- The FY 2024 Budget Estimate includes the support for WTMF and other affiliate operations in the amount of \$29.1 million. This represents a funding amount of \$27.0 million; net losses excluding depreciation.

INCOME STATEMENT

<i>(In thousands)</i>	Budget FY 2024	Projected FY 2023	Change	Percent Change
Patient Revenue				
Inpatient	\$ 1,506,475	\$ 1,414,143	\$ 92,332	6.5%
Outpatient	993,162	952,101	41,061	4.3%
Total Patient Revenue	\$ 2,499,637	\$ 2,366,244	\$ 133,393	5.6%
Contractual Allowances	(1,877,175)	(1,794,493)	(82,682)	-4.6%
Provisions for Charity and Doubtful Accounts	(44,835)	(36,726)	(8,108)	-22.1%
Total Contractual Allowances and Provisions for Charity and Doubtful Accounts	(1,922,010)	(1,831,219)	(90,791)	-5.0%
Contractual Allowances as a % of Revenue	75.1%	75.8%		
Provision for Charity and Doubtful Accounts as a % of Revenue	1.8%	1.6%		
Net Patient Revenue	\$ 577,627	\$ 535,024	\$ 42,602	8.0%
Other Operating Revenue	15,401	9,816	5,585	56.9%
Net Operating Revenue	\$ 593,027	\$ 544,840	\$ 48,187	8.8%
Operating Expenses				
Salaries	275,966	258,255	(17,710)	-6.9%
Benefits	91,065	90,646	(419)	-0.5%
Professional Fees	42,734	40,650	(2,084)	-5.1%
Supplies	75,583	70,842	(4,741)	-6.7%
Purchased Services	31,088	28,637	(2,452)	-8.6%
Utilities	6,819	6,276	(543)	-8.7%
Insurance	4,263	3,573	(690)	-19.3%
Marketing & Advertising	936	459	(477)	-103.8%
Software Licenses & Maintenance	7,746	7,360	(386)	-5.2%
Other Expenses	4,929	4,584	(345)	-7.5%
Depreciation	36,847	43,756	6,910	15.8%
Total Operating Expenses	\$ 577,976	\$ 555,038	\$ (22,937)	-4.1%
Income from Operations	\$ 15,052	\$ (10,198)	\$ 25,250	247.6%
Operating Margin	2.5%	-1.9%		
Net Non-Operating Income & Expense				
Investment Income	3,387	4,052	(666)	-16.4%
General Obligation Bond Property Tax Revenue	16,626	18,150	(1,524)	-8.4%
Interest Expense	(20,344)	(20,285)	(59)	-0.3%
Rental Income, Net	635	579	56	9.6%
Bond Issuance Cost	(600)	14	(614)	-4455.1%
Realized Gain/(Loss) on Investments	-	(998)	998	100.0%
Unrealized Gain/(Loss) on Investments	-	(361)	361	100.0%
Foundation Donation	4,535	517	4,018	777.7%
Federal Subsidies	-	550	(550)	-100.0%
Total Net Non-Operating Income & Expense	\$ 4,238	\$ 2,218	\$ 2,019	91.0%
Net Income	\$ 19,290	\$ (7,980)	\$ 27,269	341.7%
Net Margin	3.3%	-1.5%		
Net Loss of Affiliate Operations	\$ (29,097)	\$ (29,722)	\$ 625	2.1%
* Total Net Income / (Loss)	\$ (9,808)	\$ (39,488)	\$ 29,681	75.2%

*The Consolidated Net Income for Budget FY2024 represents the combined net income and does not include consolidating entries, whereas the Projected FY23 includes \$1.8 million in consolidating entries

VOLUMES

	Budget FY 2024	Projected FY 2023	Change	Percent Change
Discharges	11,479	10,879	600	5.5%
Patient Days	59,985	59,061	924	1.6%
Average Daily Census (ADC)	164	162	2	1.2%
Outpatient Observation Days	3,093	3,189	(96)	-3.0%
Average Length of Stay	5.2	5.5	(0.3)	-5.5%
Deliveries	1,562	1,499	63	4.2%
Surgical Cases	5,639	5,519	120	2.2%
Joint Replacement Cases	1,912	1,963	(51)	-2.6%
Cardiac Surgical Cases	139	129	10	7.8%
Neuro-Surgical Cases	336	304	32	10.5%
Endoscopy Cases	1,254	1,125	129	11.5%
Other Surgical Cases	1,998	1,998	-	0.0%
Cath Lab Cases	2,404	2,007	397	19.8%
Cardiac Cases	1,049	1,024	25	2.4%
Peripheral Vascular Cases	590	427	163	38.2%
Neuro-Radiology Cases	73	64	9	14.1%
Non-Vascular Cases	692	492	200	40.7%
Emergency Room Visits	60,792	57,625	3,167	5.5%
Outpatient Visits	106,404	106,404	-	0.0%

PERFORMANCE INDICATORS

	<u>Budget FY 2024</u>	<u>Projected FY 2023</u>	<u>Percent Change</u>
<u>Productivity</u>			
Total Productive FTEs	1,476.1	1,416.4	-4.2%
Non-Productive FTEs	187.6	207.0	9.4%
Total Paid FTEs	1,663.7	1,623.4	-2.5%
Paid FTEs/Adjusted Occupied Bed	6.12	6.00	-2.0%
Productive FTEs/Adjusted Occupied Bed	5.43	5.23	-3.8%
<u>Financial Indicators</u>			
Contractual Allowances as a % of Revenue	75.1%	75.8%	
Provision for Charity & Doubtful Accounts as a % of Revenue	1.8%	1.6%	
Supplies/Net Patient Revenue %	13.1%	13.2%	
Operating Margin	2.5%	-1.9%	
Net Margin	3.3%	-1.5%	

HOSPITAL REVENUE

<i>(In thousands)</i>	Budget FY 2024	Projected FY 2023
Patient Revenue:		
Inpatient	\$ 1,506,475	\$ 1,414,143
Outpatient	993,162	952,101
Total Goss Revenue	\$ 2,499,637	\$ 2,366,244
Contractual Allowances and Provisions:		
Contractual Allowances by Payors	(1,877,175)	(1,794,493)
Provision for Charity and Doubtful Accounts	(44,835)	(36,726)
Total Contractuals and Provisions for Charity and Doubtful Accounts	\$ (1,922,010)	\$ (1,831,219)
Net Patient Revenue	\$ 577,627	\$ 535,024
Other Operating Revenue	\$ 15,401	\$ 9,816
Total Operating Revenue	\$ 593,027	\$ 544,840
Total Net Patient Revenue as a Percent of Gross Revenue	23.1%	22.6%

OPERATING EXPENSES

<i>(In thousands)</i>	Budget FY 2024	Projected FY 2023	Percent Change
Salaries	\$ 275,966	\$ 258,255	-6.9%
Benefits	91,065	90,646	-0.5%
Professional Fees	42,734	40,650	-5.1%
Supplies	75,583	70,842	-6.7%
Purchased Services	31,088	28,637	-8.6%
Utilities	6,819	6,276	-8.7%
Insurance	4,263	3,573	-19.3%
Marketing & Advertising	936	459	-103.8%
Software Licenses & Maintenance	7,746	7,360	-5.2%
Other Expenses	4,929	4,584	-7.5%
Depreciation	36,847	43,756	15.8%
Total Operating Expenses	\$ 577,976	\$ 555,038	-4.1%

NON-OPERATING INCOME & EXPENSE

<i>(In thousands)</i>	Budget FY 2024	Projected FY 2023	Percent Change
Investment Income	\$ 3,387	\$ 4,052	-16.4%
General Obligation Bond Property Tax Revenue	16,626	18,150	-8.4%
Interest Expense	(20,344)	(20,285)	-0.3%
Rental Income, Net	635	579	9.6%
Bond Issuance Cost	(600)	14	-4455.1%
Foundation Donation	4,535	517	777.7%
Federal Subsidies	-	550	-100.0%
Subtotal	<u>\$ 4,238</u>	<u>\$ 3,577</u>	18.5%
Realized Gain/(Loss) on Investments *	-	(998)	100.0%
Unrealized Gain/(Loss) on Investments *	-	(361)	100.0%
Total Non-Operating Income & Expense	<u>\$ 4,238</u>	<u>\$ 2,218</u>	91.1%

* Washington Hospital does not budget for gains or losses on investments.

CAPITAL BUDGET

<i>(In thousands)</i>	Budget FY 2024
<u>New Capital Requests</u>	
Warm Springs Buildout Phase 1	\$ 9,240
Phase 3 - Design, Permitting, & Construction - Hospital	8,000
Cancer and Infusion Center Redesign	3,840
Morris Hyman Critical Care Pavilion (MHCCP) Infill Project	2,840
Various Rental Property Tenant Improvements	1,000
Urgent Care Clinics	600
Routine Capital Equipment and Projects	6,362
Total New Capital Request	\$ 31,882
<u>Committed Capital</u>	
Bridge Connection - OR to Morris Hyman Critical Care Pavilion	\$ 8,456
Institute for Joint Restoration Research - Garden Clinic	2,459
Fremont Office Center WTMF	539
Total Committed Capital	\$ 11,454
Total Capital	<u>\$ 43,336</u>



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

April 2023



Washington Hospital
Healthcare System

**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
April 2023**

<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: May 31, 2023
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – April 2023
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	<u>April Actual</u>	<u>April Budget</u>	<u>Current 12 Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	141.4	152.4	158.7
Combined Average Daily Census	150.8	163.4	167.6
# of Admissions	806	788	877
Patient Days	4,242	4,571	4,827
Discharge ALOS	5.2	5.8	5.5
<u>OUTPATIENT:</u>			
OP Visits	8,525	8,578	8,569
ER Visits	4,727	4,469	4,863
Observation Equivalent Days – OP	281	329	272

Comparison of April Actual acute inpatient statistics versus the Budget showed a higher 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 above Budget for the month. Observation equivalent days were lower than Budget.

2. Staffing – Schedule Board 3

Total paid FTEs were above Budget. Total productive FTEs for April were 1,400.1, 1.9 above the budgeted level of 1,398.2. Nonproductive FTEs were 37.6 above Budget. Productive FTEs per adjusted occupied bed were 5.4, 0.2 below the budgeted level of 5.6. Total FTEs per adjusted occupied bed were 6.2, 0.1 below the budgeted level of 6.3.

3. Income - Schedule Board 1

For the month of April, the Hospital realized Net Operating Income of \$242,000 from Operations (87% below Budget), or a 0.5% Margin.

Total Gross Patient Revenue of \$183,248,000 for April was 4.1% below Budget.

Deductions from Revenue of \$140,787,000 were 76.8%% of Total Gross Patient Revenue, above the budgeted amount of 77%.

Total Operating Revenue of \$46,324,000 was \$1,930,000 above the Budget by 4%.

Total Operating Expense of \$46,082,000 was higher than the Budget by \$3,569,000, (8%).

The Total Non-Operating Gain of \$685,000 for the month includes an unrealized gain on investments of \$410,000.

The Net Income for April was \$927,000, which was \$1,088,000 below the budgeted income of \$2,015,000 (54%), or a 2% Margin.

The Total Net Gain for April 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 \$90,000 (0.2% Margin) compared to budgeted income of \$1,706,000 (95% below Budget) for an unfavorable variance of \$1,616,000.

4. Balance Sheet – Schedule Board 2

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

KIMBERLY HARTZ
Chief Executive Officer

KH/TM



**WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
April 2023
GASB FORMAT
(In thousands)**

April					YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
\$ 99,256	\$ 116,584	\$ (17,328)	-14.9%	1	\$ 1,160,831	\$ 1,146,357	\$ 14,474	1.3%	
83,992	74,451	9,541	12.8%	2	798,720	769,656	29,064	3.8%	
183,248	191,035	(7,787)	-4.1%	3	1,959,551	1,916,013	43,538	2.3%	
(138,529)	(143,533)	5,004	3.5%	4	(1,485,628)	(1,438,580)	(47,048)	-3.3%	
(2,258)	(3,637)	1,379	37.9%	5	(29,828)	(36,479)	6,651	18.2%	
(140,787)	(147,170)	6,383	4.3%	6	(1,515,456)	(1,475,059)	(40,397)	-2.7%	
76.83%	77.04%			7	77.34%	76.99%			
42,461	43,865	(1,404)	-3.2%	8	444,095	440,954	3,141	0.7%	
3,863	529	3,334	630.2%	9	11,232	5,176	6,056	117.0%	
46,324	44,394	1,930	4.3%	10	455,327	446,130	9,197	2.1%	
23,685	20,364	(3,321)	-16.3%	11	218,971	205,486	(13,485)	-6.6%	
5,622	5,140	(482)	-9.4%	12	58,620	51,871	(6,749)	-13.0%	
5,242	5,521	279	5.1%	13	58,422	56,073	(2,349)	-4.2%	
6,136	5,585	(551)	-9.9%	14	58,148	57,078	(1,070)	-1.9%	
1,794	1,963	169	8.6%	15	18,498	20,054	1,556	7.8%	
3,603	3,940	337	8.6%	16	36,450	37,450	1,000	2.7%	
46,082	42,513	(3,569)	-8.4%	17	449,109	428,012	(21,097)	-4.9%	
242	1,881	(1,639)	-87.1%	18	6,218	18,118	(11,900)	-65.7%	
0.52%	4.24%			19	1.37%	4.06%			
429	240	189	78.8%	20	3,679	2,137	1,542	72.2%	
(161)	-	(161)	0.0%	21	(1,159)	-	(1,159)	0.0%	
(1,656)	(1,774)	118	6.7%	22	(16,884)	(17,734)	850	4.8%	
22	145	(123)	-84.8%	23	456	710	(254)	-35.8%	
118	-	118	0.0%	24	635	1,000	(365)	-36.5%	
-	-	-	0.0%	25	14	-	14	0.0%	
-	-	-	0.0%	25	550	-	550	0.0%	
1,523	1,523	-	0.0%	26	15,148	15,148	-	0.0%	
410	-	410	0.0%	27	49	-	49	0.0%	
685	134	551	411.2%	28	2,488	1,261	1,227	97.3%	
\$ 927	\$ 2,015	\$ (1,088)	-54.0%	29	\$ 8,706	\$ 19,379	\$ (10,673)	-55.1%	
2.00%	4.54%			30	1.91%	4.34%			
\$ 90	\$ 1,706	\$ (1,616)	-94.7%	31	\$ 4,870	\$ 16,375	\$ (11,505)	-70.3%	
0.19%	3.84%				1.07%	3.67%			

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



**WASHINGTON HOSPITAL
BALANCE SHEET**
April 2023
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS		April 2023	Audited June 2022	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		April 2023	Audited June 2022
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 14,951	\$ 5,439	1	CURRENT MATURITIES OF L/T OBLIG	\$ 10,460	\$ 10,065
2	ACCOUNTS REC NET OF ALLOWANCES	64,832	76,757	2	ACCOUNTS PAYABLE	21,306	17,948
3	OTHER CURRENT ASSETS	21,903	13,050	3	OTHER ACCRUED LIABILITIES	64,770	70,463
4	TOTAL CURRENT ASSETS	<u>101,686</u>	<u>95,246</u>	4	INTEREST	6,549	10,516
				5	TOTAL CURRENT LIABILITIES	<u>103,085</u>	<u>108,992</u>
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	187,193	199,979	6	REVENUE BONDS AND OTHER	193,662	202,530
6	GENERAL OBLIGATION BOND FUNDS	19,243	18,778	6			
7	REVENUE BOND FUNDS	6,681	6,610	7	GENERAL OBLIGATION BONDS	342,240	345,595
8	BOND DEBT SERVICE FUNDS	21,498	32,494				
9	OTHER ASSETS LIMITED AS TO USE	9,855	9,543				
10	TOTAL ASSETS LIMITED AS TO USE	<u>244,470</u>	<u>267,404</u>	OTHER LIABILITIES			
12	OTHER ASSETS	292,339	272,341	11	SUPPLEMENTAL MEDICAL RETIREMENT	37,522	37,676
13	PREPAID PENSION	42,895	36,970	12	WORKERS' COMP AND OTHER	9,142	9,353
14	OTHER INVESTMENTS	18,934	15,386				
15	NET PROPERTY, PLANT & EQUIPMENT	574,425	600,578	15	NET POSITION	552,679	543,971
16	TOTAL ASSETS	<u>\$ 1,274,749</u>	<u>\$ 1,287,925</u>	16	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,238,330</u>	<u>\$ 1,248,117</u>
17	DEFERRED OUTFLOWS	27,814	29,208	17	DEFERRED INFLOWS	64,233	69,016
18	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,302,563</u>	<u>\$ 1,317,133</u>	18	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,302,563</u>	<u>\$ 1,317,133</u>



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

April 2023

12 MONTH AVERAGE	April						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
158.7	141.4	152.4	(11.0)	-7%	1	<u>PATIENTS IN HOSPITAL</u>				
8.9	9.4	11.0	(1.6)	-15%	2	ADULT & PEDS AVERAGE DAILY CENSUS	159.8	149.0	10.8	7%
167.6	150.8	163.4	(12.6)	-8%	3	OUTPT OBSERVATION AVERAGE DAILY CENSUS	8.8	11.0	(2.2)	-20%
8.3	8.1	8.1	-	0%	4	COMBINED AVERAGE DAILY CENSUS	168.6	160.0	8.6	5%
175.9	158.9	171.5	(12.6)	-7%	5	NURSERY AVERAGE DAILY CENSUS	8.2	7.8	0.4	5%
						TOTAL	176.8	167.8	9.0	5%
3.5	2.4	3.0	(0.6)	-20%	6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.4	2.8	0.6	21%
4,827	4,242	4,571	(329)	-7%	7	ADULT & PEDS PATIENT DAYS	48,578	45,295	3,283	7%
272	281	329	(48)	-15%	8	OBSERVATION EQUIVALENT DAYS - OP	2,675	3,351	(676)	-20%
877	806	788	18	2%	9	ADMISSIONS-ADULTS & PEDS	8,858	8,029	829	10%
5.52	5.17	5.80	(0.63)	-11%	10	AVERAGE LENGTH OF STAY-ADULTS & PEDS	5.45	5.64	(0.19)	-3%
						<u>OTHER KEY UTILIZATION STATISTICS</u>				
1.561	1.563	1.627	(0.064)	-4%	11	OVERALL CASE MIX INDEX (CMI)	1.549	1.608	(0.059)	-4%
						<u>SURGICAL CASES</u>				
164	161	139	22	16%	12	JOINT REPLACEMENT CASES	1,635	1,498	137	9%
25	21	29	(8)	-28%	13	NEUROSURGICAL CASES	249	296	(47)	-16%
10	2	15	(13)	-87%	14	CARDIAC SURGICAL CASES	99	139	(40)	-29%
172	156	166	(10)	-6%	15	OTHER SURGICAL CASES	1,718	1,671	47	3%
371	340	349	(9)	-3%	16	TOTAL CASES	3,701	3,604	97	3%
170	150	229	(79)	-34%	17	TOTAL CATH LAB CASES	1,657	2,186	(529)	-24%
124	115	120	(5)	-4%	18	DELIVERIES	1,240	1,196	44	4%
8,569	8,525	8,578	(53)	-1%	19	OUTPATIENT VISITS	87,816	87,325	491	1%
4,863	4,727	4,469	258	6%	20	EMERGENCY VISITS	48,867	45,441	3,426	8%
						<u>LABOR INDICATORS</u>				
1,407.9	1,400.1	1,398.2	(1.9)	0%	21	PRODUCTIVE FTE'S	1,414.8	1,381.1	(33.7)	-2%
208.8	216.2	178.6	(37.6)	-21%	22	NON PRODUCTIVE FTE'S	207.9	187.1	(20.8)	-11%
1,616.7	1,616.3	1,576.8	(39.5)	-3%	23	TOTAL FTE'S	1,622.7	1,568.2	(54.5)	-3%
5.24	5.36	5.60	0.24	4%	24	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.24	5.55	0.31	6%
6.02	6.19	6.31	0.12	2%	25	TOTAL FTE/ADJ. OCCUPIED BED	6.02	6.30	0.28	4%

* included in Adult and Peds Average Daily Census

**RESOLUTION NO. 1251
BUDGET ESTIMATE
FY 2023-2024**

BE IT RESOLVED, that the following be, and the same is hereby adopted as the estimate of the Board of Directors as the amount of money required for the Fiscal Year 2023-2024:

SALARIES, WAGES & BENEFITS	\$367,031,000
SUPPLIES & SERVICES	163,016,000
INSURANCE & UTILITIES	11,082,000
RESERVES – DEPRECIATION	36,847,000
FIXED ASSETS	43,336,000
REVENUE BOND PRINCIPAL & INTEREST	15,665,000
GENERAL OBLIGATION BOND PRINCIPAL & INTEREST	17,972,000
FUNDING TO AFFILIATED OPERATIONS	27,003,000
RESERVES – CAPITAL & OPERATIONS	<u><63,742,000></u>
TOTAL	<u>\$618,210,000</u>

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

PASSED AND ADOPTED by the Board of Directors of WASHINGTON TOWNSHIP HEALTH CARE DISTRICT this 14nd day of June, 2023, by the following vote:

AYES:

NOES:

ABSENT:

BERNARD STEWART, DDS
President of the Washington Township
Health Care District Board of Directors

JEANNIE YEE
Secretary of the Washington Township
Health Care District Board of Directors