



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, July 10, 2024 – 6:00 P.M.

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

<https://zoom.us/j/98702436187?pwd=Q2lj0gAnkfyWbZKZqSQvFDZCLBVqwV.1>

Passcode: 541013

Board Agenda and Packet can be found at:

[July 2024 | Washington Hospital Healthcare System \(whhs.com\)](https://www.whhs.com)

AGENDA

PRESENTED BY:

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

Jacob Eapen, MD
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.

Jacob Eapen, MD
President

A. Consideration of Minutes of the Regular Meetings of the District Board: June 12, 17, 24 & 26, 2024

Motion Required

B. Consideration of Purchase of Cortrak EAS Devices

V. **PRESENTATIONS**

PRESENTED BY:

A. Choking First Aid Community Health Initiative

Angus Cochran
Chief, Community Support Services

Betty Goodwin
Clinical Nurse Specialist, ED

VI. **REPORTS**

A. Medical Staff Report

Aaron Barry, MD
Chief of Medical Staff Elect

B. Service League Report

Sheela Vijay
Service League President

C. Lean Report: Improving Staff Engagement at
Washington Township Medical Foundation

Jeffrey Van Dorn
Director of Marketing and Patient
Experience, WTMF

D. Quality Report:
Cardiac Surgery

Ramin Beygui, MD
Medical Director, Cardiothoracic
Surgery Program

E. Finance Report

Thomas McDonagh
Vice President & Chief Financial
Officer

F. Hospital Operations Report

Kimberly Hartz
Chief Executive Officer

G. Healthcare System Calendar Report

Kimberly Hartz
Chief Executive Officer

VII. **ANNOUNCEMENTS**

VIII. **ADJOURNMENT**

Jacob Eapen, MD
Board President

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 12, 2024 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Eapen called the meeting to order at 6:00 p.m. 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: Jacob Eapen, MD; Michael Wallace; William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS

ROLL CALL

Also present: Kimberly Hartz; Larry LaBossiere; Thomas McDonagh; Jessica Haviland; Paul Kozachenko; Terri Hunter; Tina Nunez; Kel Kanady; Gisela Hernandez; Laura Anning; Tammi Tyson; Mary Bowron; Maria Nunes; John Zubiena; Jason Krupp, MD; Donald Pipkin; Sheela Vijay; Felipe Villanueva; Jack Rose, MD; Brian Smith, MD; Mark Saleh, MD; Dan Nardoni; John Lee; Melissa Garcia; Marcus Watkins; Sri Boddu; Shirley Ehrlich

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

OPENING REMARKS

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

There were no Oral Communications.

*COMMUNICATIONS:
ORAL*

There were no Written Communications.

*COMMUNICATIONS:
WRITTEN*

Director Eapen presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Consideration of Minutes of the Regular Meetings of the District Board: May 8, 20, 22 & 28, 2024
- B. Consideration of Resolution No. 1262: Calling a District General Election to be Held in Washington Township Health Care District on November 5, 2024
- C. Consideration of Resolution No. 1263: Ordering the Consolidation of the Health Care District General Election to be Held in Washington Township Health Care District of Alameda County, State of California on November 5, 2024, with the Statewide General Election to be Held on November 5, 2024 and Requesting the Board of Supervisors of the County of Alameda to Consolidate Said Health Care District General Election with Said Statewide General Election, insofar as the Territory in Which Said Elections Are to be Held Is the Same

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

Roll call was taken:

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

Motion Approved.

Dr. Mark Saleh, Chief of Staff, reported that there are 626 Medical Staff members, including 342 active members. Dr. Saleh stated that the general focus for Medical Staff is Trauma Readiness for July 1, 2024. Dr. Saleh also mentioned that the Urology Call Rotation/Schedule is in place.

*MEDICAL STAFF
REPORT*

Sheela Vijay, Service League President, reported that for the month of May, 191 volunteers contributed a total of 1,911 hours. On June 1, 2024, a New Volunteer Orientation was held with 31 high school students, 13 college students and 3 adults in attendance. Sheela also reported that the Infusion Center will be reopening to volunteers. Sheela has already trained one individual who is ready to join in that department and is optimistic in onboarding additional volunteers.

*SERVICE LEAGUE
REPORT*

Sheela highlighted an inspiring story of Karen La, a remarkable young woman who has been awarded a scholarship from Washington Hospital's Service League. Karen has served as a volunteer for about a year and is committed and determined to make a difference in the medical field. Karen is a first-generation student without any family background in healthcare. With neither of her parents graduating high school, she also felt the responsibility as a role model for her younger brother. Her volunteer experience at Washington Hospital marks her first introduction into a healthcare setting and has deeply influenced her aspirations. Karen stated that before receiving this scholarship, she feared the burden of financing her nursing education at CSU East Bay. She is grateful for the money she has received from the Service League Scholarship.

Kimberly Hartz, Chief Executive Officer, introduced Dr. Jack Rose, Co-Director of the Stroke Program with Dr. Prabhjot Khalsa. Dr. Rose spoke about the Stroke Program Leadership Structure and the Stroke Program Alert Process. Dr. Rose explained the Washington Hospital Stroke Patient Volume, the Thrombolytic Therapies and Neuroradiology Services. Dr. Rose presented the Outcomes and the Performance Improvements along with the Education for patients, staff and the community.

*QUALITY REPORT:
ANNUAL STROKE
PROGRAM UPDATE*

Notable Achievements in 2023-2024:

- GWTG Award-Gold Plus Award for Stroke and Target Honor Roll for Diabetes.
- Decreased median time of rapid administration of thrombolytic therapy utilizing IV TNKase.
- Expanded services to San Joaquin Valley, with increased volume of neurointerventional procedures.
- Developed marketing strategies for the Neuroscience Program.
- Continued participation in pivotal CREST-2 clinical trial (PI: Dr. Ash Jain)
- Pacific Stroke Association Conference attendance by Stroke Team.
- Participated in successful Joint Commission Advanced Primary Stroke Survey with high marks.

Tom McDonagh, Vice President & Chief Financial Officer, presented the Finance Report for April 2024. The average daily inpatient census was 151.7 with discharges of 825 resulting in 4,551 patient days. Outpatient observation equivalent days were 279. The average length of stay was 6.22 days. The case mix index was 1.623. Deliveries were 114. Surgical cases were 465. The Outpatient visits were 9,068. Emergency visits were 4,991. Cath Lab cases were 196. Joint Replacement cases were 172. Neurosurgical cases were 23. Cardiac Surgical cases were 12. Total FTEs were 1,633.3. FTEs per adjusted occupied bed were 6.22.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for May 2024. Patient gross revenue of 212.0 million for May was favorable to budget by \$3.6 million (1.7%), and it was higher than May 2023 by \$9.1 million (4.5%).

*HOSPITAL
OPERATIONS REPORT*

The Average Length of Stay was 5.16. The Average Daily Inpatient Census was 152.1. There were 923 Discharges that was unfavorable to budget of 1,018 (9.3%).

There were 4,716 patient days. There were 526 Surgical Cases and 195 Cath Lab cases at the Hospital.

Deliveries were 117. Non-Emergency Outpatient visits were 8,950. Emergency Room visits were 5,404. Total Government Sponsored Preliminary Payor Mix was 75.5%, against the budget of 72.3%. Total FTEs per Adjusted Occupied Bed were 5.94.

There were \$299K in charity care adjustments in May 2024.

June Employee of the Month is Blesila "Bless" Bautista, CNA, Central Transport.

*EMPLOYEE OF THE
MONTH*

Past Health Promotions & Community Outreach Events:

- May 6-15: Healthcare System Week – Washington Hospital
- May 7: Stroke Prevention Awareness – Facebook Live & YouTube
- May 10: Special Olympics - James Logan High School
- May 11: SPOTMe Free Skin Cancer Screening – Nakamura Clinic
- May 14: Choking First Aid – Anderson Auditorium and Facebook Live
- May 14: Let's Move: Staying Active as You Age – Acacia Creek and Masonic Homes Senior Living Communities
- May 16: Bike to Work Day Energizer Station – Outside Washington West
- May 16: Celebration of Life – Anderson Auditorium
- May 22: Fall Prevention and Recovery – Age Well Center, Warm Springs
- June 6: Updated Treatment for Hip Pain and Arthritis
- June 7: Family Resource Fair – Fremont Downtown Event Center
- June 10: Fremont Debate Academy – Anderson Auditorium
- June 11: Choking First Aid – La Cabana Restaurant, Newark

Upcoming Health Promotions & Community Outreach Events:

- June 14: Fremont Football & Cheer Golf Tournament, Callippe Golf Club
- June 15: Fremont Pride Fair – Fremont Main Public Library
- June 18: Choking First Aid – Birdhaus Beer Garden, Union City
- June 19: Mental Health in the LGBTQIA+ Community – Facebook Live & YouTube
- June 24: Trauma Center Ribbon Cutting Ceremony – Morris Hyman Critical Care Pavilion
- June 27: Fremont Summer Concert Series – Central Park Performance Pavilion

The 38th Annual Golf & Bocce Tournament in support of Washington Hospital's Operating Rooms and Trauma Center was held on Thursday, May 2 at the Club at Castlewood in Pleasanton. Gross proceeds totaled more than \$124,000.

The Foundation is accepting applications for the Dr. Albert V. Assali Scholarship, which is awarded annually to a high school senior or college student pursuing higher education in the field of medicine. The scholarship aims to further the field of medicine by supporting the education of local students from the Tri-City Area. Applications can be found at whhs.com/scholarships and are due by July 29, 2024.

The Foundation continues planning for the 38th Annual Top Hat Gala, set for Saturday, October 12. This year's fund designation will be announced at the Foundation's July Quarterly Meeting.

Director Wallace moved that the Board of Directors certify and approve the post-retirement employment of Marianne Heltzel to fill a critically needed position for no more than 90 days and not to exceed 160 hours. Director Yee seconded the motion.

*ACTION ITEM:
POST-RETIREMENT
EMPLOYMENT OF
MARIANNE HELTZEL*

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 Wallace moved that the Board of Directors approve the project budget for the build out of an Urgent Care Clinic. Director Stewart seconded the motion.

*ACTION ITEM:
BUILD OUT OF AN
URGENT CARE
CLINIC*

Roll call was taken:

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

Motion approved.

There were no announcements.

ANNOUNCEMENTS

Director Eapen adjourned the meeting to closed session at 7:29 p.m., as the discussion pertained to Conference involving Trade Secrets and pursuant to Health & Safety Code Section 32106 (Strategic Planning). Director Eapen 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 June 13, 2024. The minutes of this meeting will reflect any reportable actions.

*ADJOURN TO CLOSED
SESSION*

Director Eapen reconvened the meeting to open session at 9:25 p.m. The District Clerk reported that there were no reportable actions taken in closed session.

*RECONVENE TO
OPEN SESSION &
REPORT ON CLOSED
SESSION*

There being no further business, Director Eapen adjourned the meeting at 9:25 p.m.

ADJOURNMENT

Jacob Eapen, MD
President

Bernard Stewart, DDS
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 17, 2024 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Eapen 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: Jacob Eapen, MD; William Nicholson, MD; Jeannie Yee

ROLL CALL

Absent: Michael Wallace; Bernard Stewart, DDS

Also present: Kimberly Hartz; Tom McDonagh; Paul Kozachenko; Shirley Ehrlich

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

OPENING REMARKS

Director Eapen 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 Eapen presented the Consent Calendar items for consideration:

CONSENT CALENDAR

A. Consideration of Ortho Trauma Instrumentation Package

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

Roll call was taken:

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

Motion approved.

There were no Action Items.

ACTION ITEMS

There were no Announcements.

ANNOUNCEMENTS

Director Eapen adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to Conference involving Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning). Director Eapen 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 June 18, 2024. The minutes of this meeting will reflect any reportable actions.

ADJOURN TO CLOSED SESSION

Director Eapen reconvened the meeting to open session at 6:59 p.m. The District Clerk reported that during closed session, there was no reportable action taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Eapen adjourned the meeting at 7:00 p.m.

ADJOURNMENT

Jacob Eapen, MD
President

Jeannie Yee
Treasurer

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 24, 2024 in the Board Room at 2000 Mowry Avenue, Fremont and by Teleconference. Director Nicholson called the meeting to order at 7:30 a.m.

CALL TO ORDER

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

ROLL CALL

Absent: Jacob Eapen, MD; Michael Wallace

Also present: Kimberly Hartz; Shakir Hyder, MD; Mark Saleh, MD; Ranjana Sharma, MD; Aaron Barry, MD; John Romano, MD; Kranthi Achanta, MD; Brian Smith, MD; Larry LaBossiere; Terri Hunter; Jaspreet Kaur

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS
WRITTEN*

Director Nicholson 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 Section 32155.

*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 8:35 a.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, the meeting adjourned at 8:35 a.m.

ADJOURNMENT

William Nicholson, MD
Second Vice President

Bernard Stewart, DDS
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 26, 2024 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Eapen called the meeting to order at 6:00 p.m. 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: Jacob Eapen, MD; William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS

ROLL CALL

Absent: Michael Wallace

Also present: Kimberly Hartz; Tina Nunez; Thomas McDonagh; Terri Hunter; Larry LaBossiere; John Zubiena; Paul Kozachenko; Ed Fayen; Jessica Haviland; Daniel Nardoni; Michelle Hudson; Shirley Ehrlich

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

OPENING REMARKS

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

The following persons commented:

Grant Hill, Jermaine McGary, Katherine Ng, Kathy Dinh, Sarah Gariepy, Charity Sarmiento, Peter Liang, Rehan Noori, Christine Pham, Stephanie Hioe, Maichi Ho

*COMMUNICATIONS:
ORAL*

There were no Written Communications.

*COMMUNICATIONS:
WRITTEN*

Director Eapen presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Consideration of Medical Staff: Added Neurosurgery for Nurse Practitioner Privileges
- B. Consideration of Medical Staff: Revised Registered Nurse First Assistant Privileges
- C. Consideration of Medical Staff: Eliminated Supervising Physician Privileges
- D. Consideration of Medical Staff: Added Cardiology Adult Structural Cardiac Procedures Special Privileges
- E. Consideration of Medical Staff: Added Core Trauma Privileges
- F. Consideration of Medical Staff: Trauma Handbook

G. Consideration of Medical Staff: Trauma Service Performance Improvement & Patient Safety (PIPS) Plan

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

Roll call was taken:

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

Motion Approved.

Kimberly Hartz, Chief Executive Officer, introduced Thomas McDonagh, Vice President and Chief Financial Officer and Jessica Haviland, Senior Director of Financial Planning & Analysis and Treasury, who presented the Budget Estimate for Fiscal Year 2024-2025. Mr. McDonagh stated that as Washington Hospital moves forward, we find ourselves in an economically challenged environment both nationally and regionally which is exacerbated by the cost of living in the region in which we operate. Despite the challenges, Washington Hospital made a solid, if a bit slower than originally anticipated, progress on our “Road to Recovery” plan. The Hospital is prepared to be Alameda County’s next Trauma Center in FY2024-2025 as our Trauma service will begin on July 1, 2024.

*PRESENTATION:
BUDGET ESTIMATE
FY 2024-2025*

The FY 2024-2025 budget provides for: (in thousands)

- Total Net Operating Revenue of \$621,752
- Total Operating Expenses of \$617,633
- Funding of Capital Spending Requests of \$38,349
- General Obligation Bond Property Tax Revenue of \$16,476
- Net Income Targets:
 - Hospital Earnings Before Interest, Depreciation & Amortization (EBIDA) of \$42,886
 - Hospital Operating Income of \$4,119
 - Hospital Total Net Income of \$16,795
 - Consolidated Net Income (Loss) of (\$11,059)
- Funding of \$27,854 in Support of Affiliate Operations

Director Nicholson moved for adoption of Resolution No. 1264: Project Budget of \$87,464,729 for the Morris Hyman Critical Care Pavilion Infill Project and direct the Chief Executive Officer to execute the proper documents and notifications to seek the competitive bids for this project.

*ACTION ITEM:
RESOLUTION No. 1264
BUDGET FOR THE
MORRIS HYMAN
CRITICAL CARE
PAVILION INFILL
PROJECT*

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 Nicholson moved for adoption of Resolution No. 1265, which is the Budget Estimate for Fiscal Year 2024-2025. This Resolution provides for the necessary funds required for the operation of the District and for the continued support of the Washington Township Hospital Development Corporation in its operations to promote the charitable and community service mission of the District. Director Stewart seconded the motion.

*ACTION ITEM:
RESOLUTION No. 1265
BUDGET ESTIMATE
FY2024-2025*

Director Eapen asked if there were any comments from the members of the public. There were none.

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 Nicholson moved that the Board of Directors accept the bid received from XL Construction for the UCSF-WHHS Cancer Center Project and direct the Chief Executive Officer to enter into and execute the necessary contractual documents to complete this project.

*ACTION ITEM:
CONSIDERATION OF
BIDS FOR THE UCSF-
WHHS CANCER
CENTER PROJECT*

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 Nicholson moved that the Board of Directors authorize the Chief Executive Officer to enter into and execute the necessary agreements for project management and architect schematic design in an amount not to exceed \$2,367,316. The amount identified as necessary for this phase will be partially funded by budgeted Fiscal Year 2025 Capital Budget funds, and from operational cash flow.

*ACTION ITEM:
CONSIDERATION OF
PHASE I, FREMONT
OFFICE CENTER,
PROJECT
MANAGEMENT AND
ARCHITECTURAL
FEES*

Roll call was taken:

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

Motion Approved.

There were no announcements.

ANNOUNCEMENTS

Director Eapen adjourned the meeting to closed session at 7:28 p.m., as the discussion pertained to Conference involving Trade Secrets and pursuant to Health & Safety Code Section 32106 (Strategic Planning). Director Eapen 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 June 27, 2024. The minutes of this meeting will reflect any reportable actions.

*ADJOURN TO CLOSED
SESSION*

Director Eapen reconvened the meeting to open session at 9:20 p.m. The District Clerk reported that during closed session, the Board approved the closed session minutes of May 20 & 22, 2024 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 Eapen adjourned the meeting at 9:20 p.m.

ADJOURNMENT

Jacob Eapen, MD
President

Bernard Stewart, DDS
Secretary



Memorandum

DATE: July 3, 2024

TO: Washington Township Health Care District Board of Directors

FROM: Terri Hunter, VP and Chief Nursing Officer
Kimberly Hartz, Chief Executive Officer

SUBJECT: **Replacement of Non-Functioning Cortrak EAS Devices – Urgent Replacement**

We are requesting approval to purchase two (2) replacement Cortrak EAS devices, to include all necessary accessories, shipping, and taxes, to replace existing devices that are non-functioning, are unrepairable, and are no longer supported by the vendor. These are specialized devices used to guide the placement of feeding tubes in patients who cannot receive oral nutrition. The utilization of these devices can lead to improved patient outcomes by reducing the risk of complications associated with incorrect feeding tube placement and can make the feeding tube placement process more efficient by reducing procedure times allowing for quicker nutrition. This has been reviewed by the Biomed and Finance teams with the recommendation of replacing the existing machines urgently.

Therefore, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the replacement purchase of two (2) Cortrak EAS devices. The total cost of the devices, including tax and freight, is \$48,923. This replacement is unbudgeted.

Washington Hospital Healthcare Foundation has available funds to cover the total cost of the Cortrak EAS replacement devices and will reimburse the cost in their January 2025 Annual Disbursement.



WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
May 2024

<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: July 05, 2024
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – May 2024
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	May <u>Actual</u>	May <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	152.1	169.7	156.6
Combined Average Daily Census	161.5	178.8	167.3
No. of Discharges	923	1,018	885
Patient Days	4,716	5,262	4,776
ALOS	5.16	5.17	5.40
<u>OUTPATIENT:</u>			
OP Visits	8,950	8,394	8,602
ER Visits	5,404	5,098	5,033
Observation Equivalent Days – OP	291	282	325

Comparison of May's Actual acute inpatient statistics versus the Budget showed a lower level of Average Daily Census which translates into reduced Discharges, and a lower total Patient Days. The Average Length of Stay (ALOS), based on discharged days, was slightly better than Budget. Outpatient visits were higher than Budget. Emergency Room visits were above 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 May came in at 1,429.5, below budgeted amount of 1,505.8. Non-Productive FTEs were higher than budget by -21.3 FTEs. Productive FTEs per Adjusted Occupied Bed were 5.25, 0.29 better than budget. Total FTEs per Adjusted Occupied Bed were 5.93, or 0.21 better than budget.

3. Income - Schedule Board 1

For the month of May, the Hospital realized a Net Operating Gain of \$55,000 from Operations, a 0.1% Margin.

Total Gross Patient Revenue of \$212,042,000 for May was \$3,640,000 above Budget, 1.7%.

Deductions from Revenue totaled \$163,587,000 which equates to a 77.2% blended contractual rate. Which was above budgeted rate of 76.1%.

Total Operating Revenue of \$49,392,000 was (\$1,863,000) or (3.6%) below the Budget.

Total Operating Expense of \$49,337,000 was higher than the Budget by (\$226,000), (0.5%).

The Total Non-Operating Gain of \$1,579,000 for the month includes an unrealized gain on investments of \$1,038,000.

Net Income for May was \$1,634,000, a 3.3% Margin, and was (\$1,563,000) below the Budgeted Net Income of \$3,197,000.

The Total Net Gain for May 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 \$320,000 (a 0.65% Margin) compared to Budgeted Income of \$2,979,000 for an unfavorable variance of (\$2,659,000).

4. Balance Sheet – Schedule Board 2

There were no noteworthy changes in assets and liabilities when compared to April 2024.

KIMBERLY HARTZ
Chief Executive Officer

KH/TM



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

<u>May</u>					<u>FISCAL 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>	
\$ 118,432	\$ 130,101	\$ (11,669)	-9.0%	1	\$ 1,273,249	\$ 1,377,630	\$ (104,381)	-7.6%	
93,610	78,301	15,309	19.6%	2	949,318	846,332	102,986	12.2%	
212,042	208,402	3,640	1.7%	3	2,222,567	2,223,962	(1,395)	-0.1%	
(159,424)	(154,789)	(4,635)	-3.0%	4	(1,669,870)	(1,658,025)	(11,845)	-0.7%	
(4,163)	(3,794)	(369)	-9.7%	5	(40,457)	(40,311)	(146)	-0.4%	
(163,587)	(158,583)	(5,004)	-3.2%	6	(1,710,327)	(1,698,336)	(11,991)	-0.7%	
77.15%	76.09%			7	76.95%	76.37%			
48,455	49,819	(1,364)	-2.7%	8	512,240	525,626	(13,386)	-2.5%	
937	1,436	(499)	-34.7%	9	10,532	15,849	(5,317)	-33.5%	
49,392	51,255	(1,863)	-3.6%	10	522,772	541,475	(18,703)	-3.5%	
24,020	23,672	(348)	-1.5%	11	249,688	251,872	2,184	0.9%	
6,893	7,562	669	8.8%	12	83,530	83,232	(298)	-0.4%	
6,882	6,472	(410)	-6.3%	13	69,368	69,573	205	0.3%	
6,486	6,412	(74)	-1.2%	14	68,749	69,913	1,164	1.7%	
1,948	1,987	39	2.0%	15	19,505	22,061	2,556	11.6%	
3,108	3,006	(102)	-3.4%	16	35,895	33,844	(2,051)	-6.1%	
49,337	49,111	(226)	-0.5%	17	526,735	530,495	3,760	0.7%	
55	2,144	(2,089)	-97.4%	18	(3,963)	10,980	(14,943)	-136.1%	
0.11%	4.18%			19	-0.76%	2.03%			
542	288	254	88.2%	20	7,326	3,105	4,221	135.9%	
(208)	-	(208)	0.0%	21	(1,650)	-	(1,650)	0.0%	
(1,841)	(1,699)	(142)	-8.4%	22	(19,637)	(18,643)	(994)	-5.3%	
449	91	358	393.4%	23	1,230	497	733	147.5%	
19	-	19	0.0%	24	6,786	-	6,786	0.0%	
48	-	48	0.0%	25	(2,091)	(600)	(1,491)	-248.5%	
998	1,000	(2)	-0.2%	26	3,248	4,535	(1,287)	-28.4%	
1,373	1,373	-	0.0%	27	15,253	15,253	-	0.0%	
(839)	-	(839)		28	3,156	-	3,156	0.0%	
-	-	-		29	204	-	204	0.0%	
1,038	-	1,038	0.0%	30	2,953	-	2,953	0.0%	
1,579	1,053	526	50.0%	31	16,778	4,147	12,631	304.6%	
\$ 1,634	\$ 3,197	\$ (1,563)	-48.9%	32	\$ 12,815	\$ 15,127	\$ (2,312)	-15.3%	
3.31%	6.24%			33	2.45%	2.79%			
\$ 320	\$ 2,979	\$ (2,659)	-89.3%	34	\$ 6,866	\$ 12,641	\$ (5,775)	-45.7%	
0.65%	5.81%				1.31%	2.33%			

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



WASHINGTON HOSPITAL
BALANCE SHEET
 May 2024
 (In thousands)

ASSETS AND DEFERRED OUTFLOWS		May 2024	Unaudited June 2023	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		May 2024	Unaudited June 2023
CURRENT ASSETS				CURRENT LIABILITIES			
1	CASH & CASH EQUIVALENTS	\$ 41,779	\$ 13,792	1	CURRENT MATURITIES OF L/T OBLIG	\$ 9,425	\$ 10,460
2	ACCOUNTS REC NET OF ALLOWANCES	71,346	66,153	2	ACCOUNTS PAYABLE	36,004	28,901
3	OTHER CURRENT ASSETS	<u>23,777</u>	<u>21,749</u>	3	OTHER ACCRUED LIABILITIES	63,799	57,874
4	TOTAL CURRENT ASSETS	136,902	101,694	4	INTEREST	11,315	10,476
				5	TOTAL CURRENT LIABILITIES	<u>120,543</u>	<u>107,711</u>
ASSETS LIMITED AS TO USE				LONG-TERM DEBT OBLIGATIONS			
5	BOARD DESIGNATED FOR CAPITAL AND OTHER	179,970	178,095	6	REVENUE BONDS AND OTHER	224,871	193,400
6	BOARD DESIGNATED FOR PENSION	0	0	7	GENERAL OBLIGATION BONDS	468,352	342,150
7	GENERAL OBLIGATION BOND FUNDS	131,260	19,399				
8	REVENUE BOND FUNDS	48,430	6,726				
9	BOND DEBT SERVICE FUNDS	21,752	34,708				
10	OTHER ASSETS LIMITED AS TO USE	<u>10,104</u>	<u>9,792</u>				
11	TOTAL ASSETS LIMITED AS TO USE	391,516	248,720	OTHER LIABILITIES			
12	OTHER ASSETS	353,113	319,097	8	SUPPLEMENTAL MEDICAL RETIREMENT	45,037	42,548
13	PREPAID PENSION	0	0	9	WORKERS' COMP AND OTHER	9,939	9,732
14	OTHER INVESTMENTS	23,418	20,166	10	NET PENSION	76,047	69,065
15	NET PROPERTY, PLANT & EQUIPMENT	563,672	576,944	11	ROU ASSET LONG-TERM	6,359	1,903
16	TOTAL ASSETS	<u>\$ 1,468,621</u>	<u>\$ 1,266,621</u>	12	NET POSITION	549,606	536,790
17	DEFERRED OUTFLOWS	49,565	70,928	13	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,500,754</u>	<u>\$ 1,303,299</u>
18	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,518,186</u>	<u>\$ 1,337,549</u>	14	DEFERRED INFLOWS	17,432	34,250
				15	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,518,186</u>	<u>\$ 1,337,549</u>



**WASHINGTON HOSPITAL
OPERATING INDICATORS
May 2024**

12 MONTH AVERAGE	May						FISCAL YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
	<u>PATIENTS IN HOSPITAL</u>										
156.6	152.1	169.7	(17.6)	-10%	1	ADULT & PEDS AVERAGE DAILY CENSUS	156.9	163.7	(6.8)	-4%	
10.7	9.4	9.1	0.3	3%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	10.8	9.0	1.8	20%	
167.3	161.5	178.8	(17.3)	-10%	3	COMBINED AVERAGE DAILY CENSUS	167.7	172.7	(5.0)	-3%	
8.0	7.5	9.8	(2.3)	-23%	4	NURSERY AVERAGE DAILY CENSUS	8.0	8.7	(0.7)	-8%	
175.3	169.0	188.6	(19.6)	-10%	5	TOTAL	175.7	181.4	(5.7)	-3%	
3.8	2.8	2.9	(0.1)	-3%	6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.6	3.4	0.2	6%	
4,776	4,716	5,262	(546)	-10%	7	ADULT & PEDS PATIENT DAYS	52,707	55,005	(2,298)	-4%	
325	291	282	9	3%	8	OBSERVATION EQUIVALENT DAYS - OP	3,619	3,023	596	20%	
885	923	1,018	(95)	-9%	9	DISCHARGES-ADULTS & PEDS	9,746	10,523	(777)	-7%	
5.40	5.16	5.17	(0.01)	0%	10	AVERAGE LENGTH OF STAY-ADULTS & PEDS	5.41	5.23	0.18	3%	
	<u>OTHER KEY UTILIZATION STATISTICS</u>										
1.577	1.658	1.521	0.137	9%	11	OVERALL CASE MIX INDEX (CMI)	1.590	1.547	0.043	3%	
	<u>SURGICAL CASES</u>										
194	195	198	(3)	-2%	12	ORTHOPEDIC CASES	2,104	2,139	(35)	-2%	
26	33	28	5	18%	13	NEUROSURGICAL CASES	291	318	(27)	-8%	
12	16	10	6	60%	14	CARDIAC SURGICAL CASES	130	139	(9)	-6%	
32	40	39	1	3%	15	VASCULAR CASES	365	421	(56)	-13%	
114	129	112	17	15%	16	ENDOSCOPY CASES	1,262	1,148	114	10%	
97	113	94	19	20%	17	OTHER SURGICAL CASES	1,067	1,007	60	6%	
474	526	481	45	9%	18	TOTAL CASES	5,219	5,172	47	1%	
174	195	211	(16)	-8%	19	TOTAL CATH LAB CASES	1,934	2,203	(269)	-12%	
124	117	143	(26)	-18%	20	DELIVERIES	1,369	1,413	(44)	-3%	
8,602	8,950	8,394	556	7%	21	OUTPATIENT VISITS	94,930	92,516	2,414	3%	
5,033	5,404	5,098	306	6%	22	EMERGENCY VISITS	55,717	55,638	79	0%	
	<u>LABOR INDICATORS</u>										
1,430.0	1,429.5	1,505.8	76.3	5%	23	PRODUCTIVE FTE'S	1,432.4	1,466.6	34.2	2%	
210.4	185.3	164.0	(21.3)	-13%	24	NON PRODUCTIVE FTE'S	209.7	187.7	(22.0)	-12%	
1,640.4	1,614.8	1,669.8	55.0	3%	25	TOTAL FTE'S	1,642.1	1,654.3	12.2	1%	
5.26	5.25	5.54	0.29	5%	26	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.23	5.55	0.32	6%	
6.03	5.93	6.14	0.21	3%	27	TOTAL FTE/ADJ. OCCUPIED BED	6.00	6.26	0.26	4%	