



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, September 11, 2024 – 6:00 P.M.

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

<https://zoom.us/j/92284130004?pwd=mIadYharEfl1iO2ytlpaEFW3Ww0QzK.1>

Passcode: 754153

Board Agenda and Packet can be found at:

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

AGENDA

PRESENTED BY:

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

Jacob Eapen, MD
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.

Jacob Eapen, MD
Board President

A. Consideration of Minutes of the Regular Meetings
of the District Board: August 14, 19, 26 & 28, 2024

Motion Required

V. **PRESENTATIONS**

A. DEI Journey Update

PRESENTED BY:

Gisela Hernandez
Chief Diversity, Equity and Inclusion
Officer

VI. **REPORTS**

A. Medical Staff Report

Mark Saleh, MD
Chief of Medical Staff

B. Service League Report

Sheela Vijay
Service League President

C. Quality Report: ED Program Update

Kadeer Halimi, DO
Medical Director, Emergency
Medicine

Michael Platzbecker
Director, Emergency Services

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**

Motions Required

A. Consideration of Phase III Building: Approval of
Architect Fees

B. Recommendation to Close the Pediatric Unit Due to
Low Volume and Availability of Quality Pediatric
Care at Nearby Specialized Institutions

VIII. **ANNOUNCEMENTS**

IX. **ADJOURNMENT**

Jacob Eapen, MD
Board President

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, August 14, 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; Larry LaBossiere; Terri Hunter; Tina Nunez; Thomas McDonagh; Dr. Benn Sah; Russ Blowers; Paul Kozachenko; Ed Fayen; Jerri Randrup; Kristin Ferguson; Kel Kanady; Donald Pipkin; JoAnne Pineda; Dr. Mark Saleh; Maria Nunes; Sheela Vijay; Dr. Jack Rose; Mary Bowron; John Zubiena; Gisela Hernandez; Laura Anning; Dr. Brian Smith; Sarah Gemski; Marcus Watkins; Angus Cochran; Prabhjot Khalsa; Melissa Garcia; 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: July 10, 15, 22 & 24, 2024
- B. Consideration of Medical Staff: Special Privilege: Orthopedic Surgery, Spine Procedures
- C. Consideration of Medical Staff: Change in Assist at Surgery Privileges

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

Motion Approved.

Dr. Eapen read the Commendation for Dr. Benn Sah. The Board noted Dr. Sah's incredible length of service. Dr. Nicholson, Dr. Stewart, Jeannie Yee and Kimberly Hartz also shared their sentiments.

*ACTION ITEM:
CONSIDERATION OF
COMMENDATION
FOR DR. BENN SAH,
PRESIDENT, BOARD
OF DIRECTORS OF
THE WASHINGTON
TOWNSHIP HOSPITAL
DEVELOPMENT
CORPORATION
(DEVCO)*

After the presentation, Director Eapen requested that the action item be taken out of order. Director Nicholson moved that the Board of Directors approve the Commendation for Dr. Benn Sah, President, Board of Directors of the Washington Township Hospital Development Corporation (DEVCO). Director Yee seconded the motion.

Roll call was taken:

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

Motion Approved.

Kimberly Hartz, Chief Executive Officer, introduced JoAnne Pineda, Quality Improvement Manager with the American Heart Association. JoAnne presented the Washington Hospital Healthcare System with two awards: Get with the Guidelines Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll and Coronary Artery Disease – STEMI Receiving Center – GOLD. This year, the American Heart Association, which was founded in Chicago, Illinois, celebrates 100 years. JoAnne also noted that Washington Hospital's achievement would be included in the US News & World Report Best Hospitals, Get With the Guidelines Achievement Awards Digital Ad.

*PRESENTATION:
AMERICAN HEART
ASSOCIATION
AWARDS: 2024 GET
WITH THE
GUIDELINES STROKE
& GET WITH THE
GUIDELINES –
CORONARY ARTERY
DISEASE AWARDS*

Dr. Mark Saleh, Chief of Medical Staff, reported that there are 631 Medical Staff members, including 340 active members. Dr. Saleh commented that the Trauma Service has been going well. The next general staff meeting will be held on Tuesday, September 10, 2024.

*MEDICAL STAFF
REPORT*

Sheela Vijay, Service League President, reported that for the month of July, 234 Service League volunteers contributed a total of 2,809 hours. On July 11, 2024, the Service League had a table at the Fremont Summer Concert. Many attendees

*SERVICE LEAGUE
REPORT*

visited, picked up brochures and expressed interest in volunteering. Some potential volunteers signed up on the spot.

Sheela reported that the Masquerade Sale was held on July 29, 30 and 31, 2024 and generated \$6,488 in revenue.

Sheela shared her experience visiting with a patient and her husband in the Infusion Center. During their chat, they were proud to show a picture of their 15-month-old grandson. Sheela offered the couple a knitted sweater and beanie for their grandson and they were touched by the gesture and made a donation to the Service League. This exemplifies the meaningful connections that are built upon through volunteer efforts.

Kimberly Hartz, Chief Executive Officer, introduced Sarah Gemski, Executive Director of the Washington Hospital Healthcare Foundation, who presented the Lean Report of Strategic Philanthropy. Sarah explained that Philanthropy is a key source of revenue and relates to the impact of gratitude in healthcare. As gratitude becomes a part of the culture, this translates to less stress and fatigue and increases mood, sleep, self-efficacy and self-reported physical health.

*LEAN REPORT:
STRATEGIC
PHILANTHROPY AT
WASHINGTON
HOSPITAL
HEALTHCARE
FOUNDATION*

The Washington Hospital Healthcare Foundation strives to develop and expand philanthropic programming to raise necessary funds for Washington Hospital. This is conducted by several programs to build connections throughout the community such as: Capital Campaigns; Major Giving; Grants; Annual Giving; Planned Giving; Legacy Society; Grateful Patient; and various events.

The Foundation has contributed \$30,261,294 to Washington Hospital since its inception in 1987. The largest capital campaign in the history of the Foundation is to raise \$12M in philanthropic revenue to support building the new UCSF-Washington Cancer Center.

Mary Bowron, Chief Quality Officer, presented the Quality Dashboard for the quarter ending June 30, 2024, comparing WHHS statistics to State and National Benchmarks. There were zero Hospital Acquired MSRA in the past quarter, which was lower than the 1.163 predicted number of infections. We had one Catheter Associated Urinary Tract Infection (CAUTI), which was lower than the 1.243 predicted number of infections; zero Central Line Bloodstream Infections (CLABSI), which was lower than the 1.875 predicted number of infections. There were zero Surgical Site Infections (SSI) following Colon Surgery, which was lower than the 0.136 predicted number of infections. We had zero SSI following Abdominal Surgery, which was lower than the 0.043 predicted number of infections, and two hospital-wide Clostridium Difficile (C.diff) infections, which was lower than the 9.226 predicted number of infections. Hand Hygiene was at 97%.

*QUALITY REPORT:
QUALITY
DASHBOARD Q/E
JUNE 2024*

Moderate fall with injury rate was higher than the most recent national rate for the quarter at 0.64. Hospital acquired Pressure Ulcer rate of 0%. The NDNQI Benchmark for Quarter Ending June 2024 was not available.

The 30-day readmission rate for AMI discharges was lower than the CMS national benchmark (11.8% versus 14%). The 30-day Medicare pneumonia readmissions rate was 4, compared to the CMS national benchmark (6% versus 16.9%). 30-day Medicare Heart Failure readmissions was lower (20% versus 20.2%) than the CMS benchmark. 30-day Medicare Chronic Obstructive Pulmonary Disease (COPD) readmission rate was higher than the CMS benchmark (22.2% versus 19.3%). The 30-day Medicare CABG readmission rate was lower (0% versus 11%) than the CMS benchmark. 30-day Medicare Total Hip Arthroplasty (THA) and/or Total Knee Arthroplasty (TKA) was lower than the CMS benchmark (0% versus 4.3%).

Tom McDonagh, Vice President & Chief Financial Officer, presented the Finance Report for June 2024. The average daily inpatient census was 147.6 with discharges of 820 resulting in 4,427 patient days. Outpatient observation equivalent days were 346. The average length of stay was 5.11 days. The case mix index was 1.630. Deliveries were 95. Surgical cases were 446. The Outpatient visits were 8,139. Emergency visits were 5,006. Cath Lab cases were 194. Joint Replacement cases were 153. Neurosurgical cases were 30. Cardiac Surgical cases were 18. Total FTEs were 1,620.6. FTEs per adjusted occupied bed was 6.40. Overall, the net income for June was \$3,400,000.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for July 2024. Patient gross revenue of 220.3 million for July was favorable to budget of \$209.7 million (5.4%), and it was higher than July 2023 by \$29.7 million (15.6%).

*HOSPITAL
OPERATIONS REPORT*

Trauma Cases of 120 for July was favorable to the budget of 101 by 19 (18.8%). Trauma gross revenue of \$12.1 million for July was unfavorable to the budget of \$13.0 million by \$898K (6.9%) due to the case mix.

The Average Length of Stay was 5.73. The Average Daily Inpatient Census was 161.6 and was unfavorable to budget of 166.6 by 5.0 (3%). There were 959 Discharges that was favorable to budget of 933 (2.8%).

There were 5,009 patient days and was unfavorable to budget of 5,164 by 155 days (3.0%). There were 508 Surgical Cases and 173 Cath Lab cases at the Hospital.

Deliveries were 125. Non-Emergency Outpatient visits were 8,932. Emergency Room visits were 5,217. Total Government Sponsored Preliminary Payor Mix was 73.6%, against the budget of 74.6%. Total FTEs per Adjusted Occupied Bed were 5.97.

There were \$397K in charity care adjustments in July 2024.

August Employee of the Month is Paulo Calvo, Biomedical Electronics Technician in Biomedical Engineering.

EMPLOYEE OF THE MONTH

Past Health Promotions & Community Outreach Events:

HOSPITAL CALENDAR

- July 11: Fremont Summer Concert Series – Central Park Performance Pavilion
- July 17: Stroke Education and Blood Pressure Checks – Western Allied Mechanical
- July 17: Choking First Aid Education – American Business Women's Association
- July 18: Fremont Summer Concert Series – Central Park Performance Pavilion
- July 21: Mariachi in the Park – Shirley Sisk Grove, Newark
- July 24: Heart Valve Disorders in Adults: Types and Treatments – Facebook Live & YouTube
- July 25: Newark Senior Advisory Committee
- July 25: Fremont Summer Concert Series – Central Park Performance Pavilion
- July 26: Save a Life from Opioid Overdose – Acacia Creek
- July 30-31: Sports Physicals at Newark Memorial High School & Irvington High School
- August 1: Fremont Summer Concert Series – Central Park Performance Pavilion
- August 3: Kat Williams Memorial Health & Back 2 School Fair
- August 8: Fremont Summer Concert Series – Central Park Performance Pavilion
- August 10: BACH Ohana Health Fair – Newark Library
- August 10: Larry O Car Show – Ruggieri Senior Center, Union City
- August 13: Welcome Teacher Day – Washington West Parking Lot
- August 13: Active Living: Daily Practices to Stay Healthy and Prevent Cancer – Masonic Home
- August 14: Sleep Apnea – Facebook Live & YouTube

Upcoming Health Promotions & Community Outreach Events:

- August 17: Festival of Globe, India Day Fair, Fremont Hall of Justice
- August 28: Stroke: Warning Signs and Risk Factors – Facebook Live & YouTube
- September 7: Union City Heart Health Fair – Nakamura Clinic Parking Lot, Union City
- September 11: Importance of Prostate Cancer Screening – Facebook Live & YouTube

The Foundation has raised over \$10.5 million for the UCSF-Washington Cancer Center Campaign, towards a goal of \$12 million. The campaign will help expand

the UCSF-Washington Cancer Center to provide world-class cancer care for patients, under one roof and close to home. The new cancer center is scheduled to open by early 2026.

The 38th Annual Top Hat Gala is set for Saturday, October 12, 2024. Funds raised at this year's Top Hat will support the purchase of a wide-bore MRI for the Hospital.

Director Nicholson moved that the Board of the Directors approve Resolution No. 1266: Approving Best Value Contractor Selection for the Morris Hyman Critical Care Pavilion Infill Project. Ed Fayen explained that this Resolution embodies a different selection process for the General Contractor of the Morris Hyman Critical Care Pavilion Infill Project, in lieu of selecting the lowest bidder. The quality of the contractor, the contractor's experience and the abilities of the contractor's staff are taken into consideration in the bid, due to the complexity of the Morris Hyman Infill Project. Dr. Stewart seconded the motion.

*ACTION ITEM:
RESOLUTION NO.
1266 APPROVING
BEST VALUE
CONTRACTOR
SELECTION FOR THE
MORRIS HYMAN
CRITICAL CARE
PAVILION INFILL
PROJECT*

Roll call was taken:

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

Motion approved.

There were no Announcements.

ANNOUNCEMENTS

Director Eapen adjourned the meeting to closed session at 7:50 p.m., as the discussion pertained to Conference with Legal Counsel – Anticipated Litigation pursuant to Government Code Section 54956.9(d)(2). 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 August 15, 2024. The minutes of this meeting will reflect any reportable actions.

*ADJOURNMENT TO
CLOSED SESSION*

Director Eapen reconvened the meeting to open session at 8:10 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 8:10 p.m. *ADJOURNMENT*

Jacob Eapen, MD
President

Bernard Stewart, DDS
Secretary

DRAFT

Board of Directors' Meeting

August 19, 2024

Page 1

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, August 19, 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; Michael Wallace; William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS

ROLL CALL

Also present: Kimberly Hartz; Tina Nunez; Tom McDonagh; Larry LaBossiere; Terri Hunter; 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 for consideration:

CONSENT CALENDAR

A. Consideration of Backup and Recovery System Replacement

Director Nicholson moved that the Board of Directors approve the Consent Calendar, Item A. Director Wallace 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.

There were no Action Items.

ACTION ITEMS

There were no Announcements.

ANNOUNCEMENTS

Director Eapen adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to Conference involving Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning), Conference with Labor

*ADJOURN TO CLOSED
SESSION*

Negotiations pursuant to Government Code Section 54957.6 and Conference with Legal Counsel – Anticipated Litigation pursuant to Government Code Section 54956.9(d)(2). 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 August 20, 2024. The minutes of this meeting will reflect any reportable actions.

Director Eapen reconvened the meeting to open session at 8:20 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 8:21 p.m.

ADJOURNMENT

Jacob Eapen, MD
President

Bernard Stewart, DDS
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, August 26, 2024 in the Board Room at 2000 Mowry Avenue, Fremont and by Teleconference. Director Eapen called the meeting to order at 7:30 a.m.

CALL TO ORDER

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; Shakir Hyder, MD; Mark Saleh, MD; Ranjana Sharma, MD; Aaron Barry, MD; John Romano, 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 Eapen adjourned the meeting to closed session at 7:30 a.m. as the discussion pertained to Medical Audit and Quality Assurance Matters pursuant to Health & Safety Code Section 32155.

*ADJOURN TO CLOSED
SESSION*

Director Eapen reconvened the meeting to open session at 8:55 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 8:55 a.m.

ADJOURNMENT

Jacob Eapen, MD
President

Bernard Stewart, DDS
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, August 28, 2024 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Wallace 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: Michael Wallace; William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS

ROLL CALL

Absent: Jacob Eapen, MD

Also present: Kimberly Hartz; Thomas McDonagh; Larry LaBossiere; Terri Hunter; Paul Kozachenko; Marta Fernandez; Angus Cochran; Sherry Harrington; Elizabeth Ricker; Cheryl Renaud; Shirley Ehrlich

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

OPENING REMARKS

Director Wallace noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website.

There were no Oral Communications.

*COMMUNICATIONS:
ORAL*

There were no Written Communications.

*COMMUNICATIONS:
WRITTEN*

There were no Consent Calendar items for consideration.

CONSENT CALENDAR

Marta Fernandez, Attorney, conducted the mandatory training on Preventing Sexual Harassment to the Board Members. The session was recorded and given to Director Eapen for completion.

*PRESENTATION:
HARASSMENT
TRAINING FOR
ELECTED OFFICIALS*

There were no Action Items.

ACTION ITEMS

There were no Announcements.

ANNOUNCEMENTS

Director Wallace adjourned the meeting to closed session at 6:58 p.m., as the discussion pertained to reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Section 32155, Conference with Legal Counsel – Anticipated Litigation pursuant to Government Code Section 54956.9(d)(2) and Conference Involving Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning). Director Wallace stated that the public has a right to know what, if any, reportable action takes place during closed session.

*ADJOURN TO 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 August 29, 2024. The minutes of this meeting will reflect any reportable actions.

Director Wallace reconvened the meeting to open session at 8:08 p.m. The District Clerk reported that during closed session, the Board approved the closed session minutes of July 15 & 24, 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 Wallace adjourned the meeting at 8:08 p.m.

ADJOURNMENT

Michael Wallace
First Vice President

Bernard Stewart, DDS
Secretary



WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
July 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: August 31, 2024
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – July 2024
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	<u>July Actual</u>	<u>July Budget</u>	<u>Current 12 Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	161.6	166.6	156.9
Combined Average Daily Census	173.9	179.0	167.8
No. of Discharges	959	933	890
Patient Days	5,009	5,164	4,785
Discharge ALOS	5.73	5.53	5.40
<u>OUTPATIENT:</u>			
OP Visits	8,932	8,238	8,679
ER Visits	5,217	5,120	5,088
Observation Equivalent Days – OP	380	383	333

Comparison of July's actual Acute Inpatient statistics versus the budget showed a lower level of Average Daily Census, which translates into lower total Patient days. Discharges were higher than budget, and the Average Length of Stay (ALOS), based on discharged days, under-performed the budget. Outpatient and Emergency Room visits both exceeded Budget for the month. Outpatient Observation Equivalent days were also favorable to Budget.

2. Staffing – Schedule Board 3

Total paid FTEs were below budget. Total productive FTEs for July came in at 1,425.5, below the budgeted level of 1,484.3. Non-Productive FTEs were below budget by 11.0 FTEs. Productive FTEs per Adjusted Occupied Bed were 5.16, or

0.15 better than the budgeted level of 5.31. Total FTEs per Adjusted Occupied Bed were 5.97, or 0.18 better than budget.

3. Income - Schedule Board 1

For the month of July, the Hospital realized a Net Operating Loss of (\$697,000) from Operations, a (1.3%) Margin.

Total Gross Patient Revenue of \$220,302,000 for July was \$11,343,000 above Budget, 5.4%.

Deductions from Revenue totaled \$168,558,000 which equates to a 76.5% blended contractual rate, which is better than the budgeted rate of 77.1%.

Total Operating Revenue of \$52,871,000 was \$3,606,000 or 7.3% above the Budget.

Total Operating Expense of \$53,568,000 was higher than the Budget by (\$4,176,000), (8.5%).

The Total Non-Operating Gain of \$2,403,000 for the month includes an unrealized gain on investments of \$1,527,000.

The Net Income for July was \$1,706,000, a 3.2% Margin, and was \$1,464,000 above the Budgeted Net Income of \$242,000.

The Total Net Gain for July 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 (\$93,000) (a (0.18%) Margin) compared to Budgeted Income of (\$98,000) for a favorable variance of \$5,000.

4. Balance Sheet – Schedule Board 2

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

KIMBERLY HARTZ
Chief Executive Officer

KH/TM



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

July					FISCAL YEAR TO DATE					
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		
\$ 128,940	\$ 124,657	\$ 4,283	3.4%	1	\$ 128,940	\$ 124,657	\$ 4,283	3.4%		
91,362	84,302	7,060	8.4%	2	91,362	84,302	7,060	8.4%		
220,302	208,959	11,343	5.4%	3	220,302	208,959	11,343	5.4%		
(164,196)	(157,257)	(6,939)	-4.4%	4	(164,196)	(157,257)	(6,939)	-4.4%		
(4,362)	(3,834)	(528)	-13.8%	5	(4,362)	(3,834)	(528)	-13.8%		
(168,558)	(161,091)	(7,467)	-4.6%	6	(168,558)	(161,091)	(7,467)	-4.6%		
76.51%	77.09%			7	76.51%	77.09%				
51,744	47,868	3,876	8.1%	8	51,744	47,868	3,876	8.1%		
1,127	1,397	(270)	-19.3%	9	1,127	1,397	(270)	-19.3%		
52,871	49,265	3,606	7.3%	10	52,871	49,265	3,606	7.3%		
25,342	22,347	(2,995)	-13.4%	11	25,342	22,347	(2,995)	-13.4%		
9,269	7,674	(1,595)	-20.8%	12	9,269	7,674	(1,595)	-20.8%		
6,901	6,973	72	1.0%	13	6,901	6,973	72	1.0%		
6,962	7,060	98	1.4%	14	6,962	7,060	98	1.4%		
1,749	1,869	120	6.4%	15	1,749	1,869	120	6.4%		
3,345	3,469	124	3.6%	16	3,345	3,469	124	3.6%		
53,568	49,392	(4,176)	-8.5%	17	53,568	49,392	(4,176)	-8.5%		
(697)	(127)	(570)	-448.8%	18	(697)	(127)	(570)	-448.8%		
-1.32%	-0.26%			19	-1.32%	-0.26%				
487	576	(89)	-15.5%	20	487	576	(89)	-15.5%		
73	(155)	228	147.1%	21	73	(155)	228	147.1%		
(1,489)	(1,650)	161	9.8%	22	(1,489)	(1,650)	161	9.8%		
87	113	(26)	-23.0%	23	87	113	(26)	-23.0%		
-	-	-	0.0%	24	-	-	-	0.0%		
(1)	-	(1)	0.0%	25	(1)	-	(1)	0.0%		
-	176	(176)	-100.0%	26	-	176	(176)	-100.0%		
1,373	1,373	-	0.0%	27	1,373	1,373	-	0.0%		
346	(64)	410	640.6%	28	346	(64)	410	640.6%		
-	-	-	0.0%	29	-	-	-	0.0%		
1,527	-	1,527	0.0%	30	1,527	-	1,527	0.0%		
2,403	369	2,034	551.2%	31	2,403	369	2,034	551.2%		
\$ 1,706	\$ 242	\$ 1,464	605.0%	32	\$ 1,706	\$ 242	\$ 1,464	605.0%		
3.23%	0.49%			33	3.23%	0.49%				
\$ (93)	\$ (98)	\$ 5	5.1%	34	\$ (93)	\$ (98)	\$ 5	5.1%		
-0.18%	-0.20%				-0.18%	-0.20%				

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



WASHINGTON HOSPITAL
BALANCE SHEET
 July 2024
(In thousands)

ASSETS AND DEFERRED OUTFLOWS			July 2024	Unaudited June 2023	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			July 2024	Unaudited June 2023
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS	\$ 21,298	\$ 23,537	1	CURRENT MATURITIES OF L/T OBLIG	\$ 9,820	\$ 9,425		
2	ACCOUNTS REC NET OF ALLOWANCES	80,247	73,908	2	ACCOUNTS PAYABLE	38,444	41,162		
3	OTHER CURRENT ASSETS	<u>27,680</u>	<u>25,556</u>	3	OTHER ACCRUED LIABILITIES	62,287	58,960		
4	TOTAL CURRENT ASSETS	129,225	123,001	4	INTEREST	11,481	13,961		
				5	TOTAL CURRENT LIABILITIES	<u>122,032</u>	<u>123,508</u>		
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
5	BOARD DESIGNATED FOR CAPITAL AND OTHER	183,227	180,885	6	REVENUE BONDS AND OTHER	216,302	224,753		
6	BOARD DESIGNATED FOR PENSION	0	0	7	GENERAL OBLIGATION BONDS	468,248	468,300		
7	GENERAL OBLIGATION BOND FUNDS	132,408	131,846						
8	REVENUE BOND FUNDS	47,822	48,613						
9	BOND DEBT SERVICE FUNDS	23,889	35,694						
10	OTHER ASSETS LIMITED AS TO USE	<u>10,342</u>	<u>10,342</u>						
11	TOTAL ASSETS LIMITED AS TO USE	397,688	407,380	OTHER LIABILITIES					
12	OTHER ASSETS	357,542	354,795	8	SUPPLEMENTAL MEDICAL RETIREMENT	41,168	41,143		
13	PREPAID PENSION	0	0	9	WORKERS' COMP AND OTHER	10,541	10,389		
14	OTHER INVESTMENTS	24,130	23,784	10	NET PENSION	53,380	52,379		
15	NET PROPERTY, PLANT & EQUIPMENT	561,915	567,806	11	ROU ASSET LONG-TERM	7,943	8,124		
16	TOTAL ASSETS	<u>\$ 1,470,500</u>	<u>\$ 1,476,766</u>	12	NET POSITION	554,012	553,147		
17	DEFERRED OUTFLOWS	35,524	37,668	13	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,473,626</u>	<u>\$ 1,481,743</u>		
18	TOTAL ASSETS AND DEFERRED OUTFLOWS	<u>\$ 1,506,024</u>	<u>\$ 1,514,434</u>	14	DEFERRED INFLOWS	32,398	32,691		
				15	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,506,024</u>	<u>\$ 1,514,434</u>		



**WASHINGTON HOSPITAL
OPERATING INDICATORS**

July 2024

12 MONTH AVERAGE	July						FISCAL YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
	<u>PATIENTS IN HOSPITAL</u>									
156.9	161.6	166.6	(5.0)	-3%	1	ADULT & PEDS AVERAGE DAILY CENSUS	161.6	166.6	(5.0)	-3%
10.9	12.3	12.4	(0.1)	-1%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	12.3	12.4	(0.1)	-1%
167.8	173.9	179.0	(5.1)	-3%	3	COMBINED AVERAGE DAILY CENSUS	173.9	179.0	(5.1)	-3%
7.9	7.8	7.7	0.1	1%	4	NURSERY AVERAGE DAILY CENSUS	7.8	7.7	0.1	1%
175.7	181.7	186.7	(5.0)	-3%	5	TOTAL	181.7	186.7	(5.0)	-3%
3.4	2.7	4.1	(1.4)	-34%	6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	2.7	4.1	(1.4)	-34%
4,785	5,009	5,164	(155)	-3%	7	ADULT & PEDS PATIENT DAYS	5,009	5,164	(155)	-3%
333	380	383	3	1%	8	OBSERVATION EQUIVALENT DAYS - OP	380	383	3	1%
890	959	933	26	3%	9	DISCHARGES-ADULTS & PEDS	959	933	26	3%
5.40	5.73	5.53	(0.2)	-4%	10	AVERAGE LENGTH OF STAY-ADULTS & PEDS	5.73	5.53	(0.2)	-4%
	<u>OTHER KEY UTILIZATION STATISTICS</u>									
1.592	1.609	1.578	0.031	2%	11	OVERALL CASE MIX INDEX (CMI)	1.609	1.578	0.031	2%
	<u>SURGICAL CASES</u>									
188	196	161	35	22%	12	ORTHOPEDIC CASES	196	161	35	22%
28	32	38	(6)	-16%	13	NEUROSURGICAL CASES	32	38	(6)	-16%
12	13	10	3	30%	14	CARDIAC SURGICAL CASES	13	10	3	30%
33	36	38	(2)	-5%	15	VASCULAR CASES	36	38	(2)	-5%
117	131	103	28	27%	16	ENDOSCOPY CASES	131	103	28	27%
98	100	128	(28)	-22%	17	OTHER SURGICAL CASES	100	128	(28)	-22%
476	508	478	30	6%	18	TOTAL CASES	508	478	30	6%
180	173	180	(7)	-4%	19	TOTAL CATH LAB CASES	173	180	(7)	-4%
123	125	125	-	0%	20	DELIVERIES	125	125	-	0%
8,679	8,932	8,238	694	8%	21	OUTPATIENT VISITS	8,932	8,238	694	8%
5,088	5,217	5,120	97	2%	22	EMERGENCY VISITS	5,217	5,120	97	2%
	<u>LABOR INDICATORS</u>									
1,430.9	1,425.5	1,484.3	58.8	4%	23	PRODUCTIVE FTE'S	1,425.5	1,484.3	58.8	4%
210.6	223.3	234.3	11.0	5%	24	NON PRODUCTIVE FTE'S	223.3	234.3	11.0	5%
1,641.5	1,648.8	1,718.6	69.8	4%	25	TOTAL FTE'S	1,648.8	1,718.6	69.8	4%
5.26	5.16	5.31	0.15	3%	26	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.16	5.31	0.15	3%
6.03	5.97	6.15	0.18	3%	27	TOTAL FTE/ADJ. OCCUPIED BED	5.97	6.15	0.18	3%



Memorandum

DATE: September 9, 2024

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Architectural Fees for Phase III Building of the Facility Master Plan

We need to begin the design of the final Phase III Building/Project of the Facility Master Plan (the "Project") in order to meet the State mandated deadlines for seismically compliant buildings housing acute care services. The Phase III Building will consist of a 200,620 square foot, four-story building. It is proposed that the first floor will include: Clinical Lab, Cath Lab/IR, Endoscopy, the Kitchen, Cafeteria and Administration. The second and third floors will be for Med/Surge Nursing units. The top floor will house OB, C-section OR's, and NICU. We anticipate creating shell space in this building, as well, for future expansion.

At this time, I recommend that the Board approves Ratcliff Architect's fees in an amount not to exceed \$2,956,493. This amount includes Ratcliff's Programming Initial fee of \$245,540, an additional Service Request of \$132,523 to engage Ratcliff's recommended consultant to investigate and evaluate concepts for enhanced sustainable energy design for the Project, and the completion of the Schematic Design Phase. The full Project budget along with the design of the Building will be presented to the Board for approval at a future Board meeting.

Recommendation

It is requested that the Board of Directors authorize the Chief Executive Officer to execute the contracts necessary for Ratcliff Architects to proceed with the next phase of the Project in an amount not to exceed \$2,956,493.



Memorandum

DATE: September 9, 2024

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Recommendation to Close the Pediatric Unit Due to Low Volume and Availability of Quality Pediatric Care at Nearby Specialized Pediatric Institutions

Introduction

At Washington Hospital Healthcare System (WHHS), our commitment to provide the highest quality patient care to our community remains steadfast. We continue to evaluate all of our services to ensure we are meeting the needs of those we serve, and trust us for their care, all while being responsible stewards of our resources. Our guiding principle, the Patient First Ethic, informs every decision we make in regard to delivering safe, high-quality care.

As explained below, I am recommending the Board approve the closure of the Hospital's Inpatient Pediatric Unit. This recommendation comes after in-depth and careful consideration and is supported by two key factors: consistently low patient volume and the availability of high quality pediatric care at nearby specialized pediatric institutions. I also recommend that we continue our commitment to providing pediatric care in the Emergency Department and through key services in partnership with UCSF Health as outlined below.

Assessment of Current Situation

Low Patient Volume

Over the past year, the Pediatric Unit has seen a significant decline in patient admissions, averaging just 13 patients per month—less than 0.42 patients per day. This low occupancy is far below the level needed for operational efficiency and financial sustainability. The decline is largely attributed to advances in immunizations and the ability to manage pediatric care in outpatient settings or specialized pediatric hospitals.

Quality of Care

A comparison with neighboring hospitals, including UCSF Benioff Children's Hospital in Oakland and Lucile Packard Children's Hospital at Stanford, shows that these institutions are equipped to deliver excellent pediatric care. With specialized facilities, cutting-edge technology, and a comprehensive range of pediatric subspecialties, these centers provide a level of care that we, as a community hospital, find increasingly difficult to maintain or to even offer.

Ongoing Services

While we recommend closing the Pediatric Unit, our commitment to pediatric care and our strategic relationship with UCSF Health will continue through these key services:

- The Washington Hospital Birthing Center, Nursery, and Emergency Department will continue to provide care for newborns and children.
- We will continue operating our ten-bed Level II Neonatal Intensive Care Unit (NICU), where UCSF neonatologists deliver high quality and specialized care for newborns and premature babies. Expanding this unit in the future is under consideration.
- We will maintain an onsite 24/7 pediatric hospitalist to support emergency consults, newborn care, and urgent deliveries.
- Newborns with certain diagnoses under 30-days old requiring readmission will be admitted to our Level II NICU.
- Pediatric patients needing inpatient care will be transferred, utilizing jointly developed protocols, to specialty pediatric hospitals, ensuring they receive the best possible care.
- Our Emergency Department staff and physicians will be provided ongoing training in order to respond to pediatric trauma to care for injured children alongside our adult patients in the ED.

Recommendations

Closure of the Pediatric Unit: We request approval to close the Pediatric Unit no later than October 1, 2024. We will implement a communication plan to inform patients, families, and the community, emphasizing the availability of high-quality pediatric care at nearby institutions. We will also work with the three full-time and ten per diem nurses to identify similar positions within our Birthing Center and Level II NICU, if they choose to continue to work at Washington. We also recommend that we continue our commitment to providing pediatric care in the Emergency Department and through key services in partnership with UCSF Health as outlined above.

Conclusion

This decision to close the Pediatric Unit was not made lightly. By reallocating resources, we will continue to meet the evolving healthcare needs of our community while ensuring the highest standard of care.

Our ongoing partnership with UCSF Health will ensure seamless care coordination with UCSF Benioff Children's Hospital for any children requiring hospitalization. This collaboration underscores our commitment to providing our community with access to the best pediatric care.

I request the Board's approval and support to move forward with the proposed plan. If you agree, I ask the Board to approve the recommendations described above.