



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, August 14, 2019 – 6:00 P.M.
Conrad E. Anderson, MD Auditorium

AGENDA

- | | PRESENTED BY: |
|--|---|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | Bernard Stewart
Board Member |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. PROCLAMATIONS:
Richard Valle, Alameda County Supervisor
Carol Dutra-Vernaci, Mayor, Union City
Lily Mei, Mayor, Fremont
Alan L. Nagy, Mayor, Newark | |
| COMMENDATION: Nancy Farber | |
| IV. EDUCATION
Washington Prenatal Diagnostic Maternal & Fetal Clinic | Jacquelyn Chyu, M.D.
Medical Director |
| V. CONSIDERATION OF MINUTES
July 2, 10, 15, 22, and 24, 2019 | <i>Motion Required</i> |
| VI. COMMUNICATIONS
A. Oral
B. Written
From Prasad Kilaru, MD, Chief of Staff, dated July 22, 2019 requesting approval of Medical Staff Credentialing Action Items. | <i>Motion Required</i> |
| VII. INFORMATION
A. Service League Report | PRESENTED BY:
Ruth McGautha
Service League |

- | | |
|---|--|
| B. Medical Staff Report | Prasad Kilaru, MD
Chief of Staff |
| C. Hospital Calendar | Kimberly Hartz
Chief Executive Officer |
| D. Lean Report:
Developing a Daily Management System in
OB | Carolyn Crosby, MSN, RN
Staff Nurse, Maternal Child |
| E. Quality Report:
Quality Dashboard Quarter Ending June 30,
2019 | Mary Bowron, DNP, RN, CIC,
CNL, CPHQ
Chief of Quality & Resource
Management |
| F. Finance Report | Chris Henry
Vice President & Chief Financial
Officer |
| G. Hospital Operations Report | Kimberly Hartz
Chief Executive Officer |

VIII. ACTION

Motions Required

- A. Consideration of Commendation: Nancy Farber
- B. Consideration of Improvements to 5-West

IX. ADJOURN TO CLOSED SESSION

In accordance with Section 1461, 1462, 32106 and 32155 of the California health & Safety Code and Sections 54962 and 54954.5 of the California Government Code, portions of this meeting may be held in closed session.

- A. Report and discussion regarding California Government Code section 54957: Personnel matters
- B. Report involving a trade secret pursuant to Health & Safety Code section 32106
- C. Conference with Legal Counsel-Anticipated Litigation pursuant to Government Code section 54956.9(d)(2)

VIII. RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

Bernard Stewart
Board Member

IX. ADJOURNMENT

Bernard Stewart
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Tuesday, July 2, 2019 in the Board Room, 2000 Mowry Avenue, Fremont, California. 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; Michael Wallace; Jacob Eapen, MD; Directors absent: Jeannie Yee

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Government Codes §54957 and §54957.6, Director Stewart adjourned the meeting to closed session at 6:00 p.m. as the discussion pertained to personnel matters regarding the Chief Executive Officer.

ADJOURN TO CLOSED SESSION

Director Stewart reconvened the meeting to open session at 7:44 p.m. and reported that no reportable action was taken during closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Stewart adjourned the meeting at 7:44 p.m.

ADJOURNMENT

Bernard Stewart
President

Jeannie Yee
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, July 10, 2019 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Stewart called the meeting to order at 6:00 pm and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer; Shakir Hyder MD, Chief of Staff Elect; Ruth McGautha, Service League President; Dee Antonio, District Clerk

Guests: Chris Henry, Tina Nunez, Stephanie Williams, Jeff Stuart MD, Kristin Ferguson, Mary Bowron, John Zubiena, David Hayne, Nick Legge, Kel Kanady, Gisela Hernandez, Donald Pipkin, Dan Nardoni, Dwight Williams; Paul Kozachenko

Kimberly Hartz introduced Jahneen Zayad, President of the Washington Hospital Employees Association (WHEA). After giving a brief history of past board member, Don Pickinpaugh, for whom the scholarship is named, Ms. Zayad introduced Harsimrat Kaeley, graduate of John F. Kennedy High School who will be attending UC Irvine in the Fall to study Computer Science and Engineering. Mr. Kaeley is the son of WHHS employee, Kiranjit Kaeley.

*EDUCATION
WHEA: Don Pickinpaugh
Scholarship Award*

Kimberly Hartz introduced Dr. Jack Rose, Co-Director of the Stroke Program, and Elaina Gunn, American Heart Association. Dr. Rose began his presentation with a review of the Stroke Program for the Calendar Year 2018. He talked about Patient Centered Stroke Care and the cross-functional teamwork focused on a target stroke goal of Door to Drug , 30-45 minutes. He noted that Washington Hospital achieved certification as a Primary Stroke Center in July 2007. He discussed the Stroke Program's performance as benchmarked against the Get With the Guidelines Measures. He reviewed the education given to staff, patients, and the community.

*EDUCATION
American Heart
Association Stroke
Awards and Presentation*

Following Dr. Rose's discussion, Elaina Gunn presented Washington Hospital with an award from the American Heart Association.

Director Nicholson moved for approval of the minutes of June 4, 12, 17, 24, and 26, 2019.

*APPROVAL OF
MINUTES OF June 4, 12,
17, 24, and 26, 2019*

Director Eapen seconded the motion.

Roll call was taken:

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

The motion carried.

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

The following written communication received from Shakir Hyder, MD, Chief of Staff-Elect, dated June 24, 2019 requesting approval of Medical Staff Credentialing Action Items as follows:

COMMUNICATIONS:
WRITTEN

Appointments

Beali, Bryan DO; Datta, Gaurav MD; Dhillon, Jatinder NP; Jamali, Mehmaz MD; Ikpatt, Efe NP; McAndrew, Matthew MD; Nordstrom, Matthew MD; Tran, Thuy Nhu CCP; Wayand, Zarlakhta MD

Temporary Privileges

Datta, Gaurav MD; Jamali, Mehmaz MD; Ikpatt, Efe NP; McAndrew, Matthew MD; Nordstrom, Matthew MD; Tran, Thuy Nhu CCP

Reappointments – Two Year

Alpert, Marjorie MD; Alsofrom, Jessica MD; Brun, Francisco MD; Cheng, Paul MD; Chu, Jason MD; Deck, Joseph MD; Dobbs, Sara MD; Dupler, Suzanne DO; Elias, Christine MD; Ghimire, Shankar MD; Gregori, Jeffrey DPM; Kopelnik, Alexander MD; Lada, Samuel MD; Lee, Yukfung PA-C; Puplampu, Ouanza MD; Shafi, Nabil MD; Tafti, Mona MD; Van Gompel, Joshua DPM; Velkuru, Vani MD; Wong, Candy MD; Wouden, Jacob MD; Zee, Daniel MD

Reappointments – One Year

Herscu, Gabriel MD; Kunwar, Sandeep MD; Meyer, Edward MD; Sandhu, Sukhwinder MD; Van Tassel, Jason MD

Transfer in Staff Category

Ambati, Sreekanth MD; Dyal, Harleen MD; Fan, Wei MD; Gandhir, Garima MD; Htet, Natalie MD; Huynh, Tracy Ngoc MD; Lee, Yukfung PA-C; Meyer, Edward MD; Myint, Kyaw MD; Phillips, Nicholas MD; Ross, Michael MD; Smith, Kelsey MD; Tran, Hanh Thi DO; Yanga, Almario MD

Completion of Proctoring and Advancement in Staff Category

Ambati, Sreekanth MD; Dyal, Harleen MD; Fan, Wei MD; Gandhir, Garima MD; Htet, Natalie MD; Huynh, Tracy Ngoc MD; Lee, Yukfung PA-C; Myint, Kyaw MD; Phillips, Nicholas MD; Smith, Kelsey MD; Tran, Hanh Thi DO; Yanga, Almario MD

New Privilege Requests

Van Gompel, Joshua DPM

Delete Privilege Requests

Kopelnik, Alexander MD; Lee, Yukfung PA-C; Shafi, Nabil MD; Tran, Hanh Thi DO

Conflict of Interest

Herscu, Gabriel MD; Kunwar, Sandeep MD; Sandhu, Sukhwinder MD; Van Gompel, Joshua DPM; Van Tassel, Jason MD

Leave of Absence

Best, Amanda CCP

Resignations

Beissner, Irene MD; Loh, John MD; Ro, Jamie PA-C; Zigman, Jessica MD

Director Nicholson moved for approval of the credentialing action items presented by Dr. Hyder.

Director Eapen seconded the motion.

Roll call was taken:

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

The motion carried.

Ruth McGautha, Service League, reported on the Service League activities, noting that the new volunteer training process has started for nearly one hundred students and adults for services in the areas of Front Lobby, Morris Hyman Lobby, Nursing Unit Assistance and Gift Shop.

*SERVICE LEAGUE
REPORT*

Dr. Shakir Hyder reported there are 599 Medical Staff members which includes 359 active members.

*MEDICAL STAFF
REPORT*

The Hospital Calendar video highlighted the following events:

*HOSPITAL CALENDAR:
Community Outreach*

Past Health Promotions & Outreach Events

Outreach Events included:

- June 13th – Vitamins and Supplements: How Useful Are They?
- June 21st – 2019 Music at the Grove Summer Concert Series, Newark
- June 27th – Bone Density Screenings for Osteoporosis for the Afghan Coalition

Upcoming Health Promotions & Community Outreach Events

Health Promotions and Outreach Events will include:

- July 11th – 2019 Central Park Summer Concert Series, Fremont
- July 30th-August 1st – Sports Physical Clinics for high school students @ Irvington High School, Fremont
- August 1st – Dining Out Around the World (a Diabetes Matters program)
- August 6th – Stroke Prevention
- August 10th – Special health fair at Nakamura Clinic in Union City
- August 13th – Life After a Stroke

Bay Area Healthier Together

In the month of June, Bay Area Healthier Together's topic was Pediatric Asthma Management.

*HOSPITAL CALENDAR:
Bay Area Healthier
Together*

Washington Hospital Healthcare Foundation

*HOSPITAL CALENDAR:
Washington Hospital*

- The Foundation will host the 33rd annual Top Hat dinner dance on Saturday, October 12th. The proceeds will go towards the support of the Washington Hospital Women's Center with the purchase of 3D mammography equipment.

Foundation Report

Board of Directors Report

WTHCD Board Members attended the State of the County address on June 14th, the Future of Fremont breakfast on June 18th, the Newark Chamber Business Awards Luncheon on June 27th, the Farewell Celebration of Fremont Bank's Main Branch Building reception on June 30th, and the City of Fremont Fourth of July Parade.

*WASHINGTON
TOWNSHIP BOARD OF
DIRECTORS REPORT*

Washington on Wheels

The WOW Mobile Clinic provided quality health care services at the TCV Food Bank and Thrift Store, Bay Area Community Services, the Family Resource Center and the Irvington Presbyterian Church in Fremont; Ruggieri Senior Center, Union City Family Center, Alvarado Resource Center, and Our Lady of the Rosary Church in Union City; and the Viola Blythe Community Services Center and the Salvation Army in Newark. The total number of community members receiving health care from the WOW van during the month of June was 105.

*WASHINGTON ON
WHEELS (W.O.W.)
MOBILE HEALTH
CLINIC*

Internet and Social Media Marketing

Washington Hospital's website serves as a central source of information for the communities the District serves and beyond. The most viewed page was Employment with 39,006 views.

*HOSPITAL CALENDAR:
Internet and Social Media
Marketing*

InHealth - Channel 78

During the month of June, Washington Hospital's cable channel 78, InHealth, aired these programs:

*HOSPITAL CALENDAR:
InHealth*

- Diabetes Conversations
- Endometriosis: Causes, Symptoms, Diagnosis, and Treatment
- Gastrointestinal Disorders
- Wildfire Smoke and Your Lungs: Do You Need to Worry?
- June Board of Directors Meeting

Awards and Recognition

- On June 27th, the Newark Chamber of Commerce honored Nancy Farber with an Outstanding Leadership award.

*HOSPITAL CALENDAR:
Awards and Recognition*

Employee of the Month

Heather Heath, Registered Respiratory Care Practitioner III was the July Employee of the Month.

*HOSPITAL CALENDAR:
Employee of the Month –
Heather Heath*

Kimberly Hartz introduced Galen Hamilton, Chief Operating Officer of WTMF who gave a presentation on the system-wide 5S roll-out of a Lean Management Culture for the Washington Township Medical Foundation. Forty-eight physician champions, mid-level providers, managers, leaders, and support staff participated in this exercise. The focus was to develop clinic-specific standard exam room set up and to sort, set in order, and shine the clinic supply rooms. Outcomes included a

*LEAN UPDATE
Washington Township
Medical Foundation –
Building a Lean
Management Culture*

45% reduction in medical supplies shelf inventory and \$45,000 anticipated annual savings in addition to a continuous improvement culture.

Kimberly Hartz introduced Dr. James McGuire, Medical Director of the Special Care Nursery at Washington Hospital and Professor of Pediatrics at UCSF. Dr. McGuire reported on the SCN Program over the past calendar year. He talked about the initiative to standardize equipment, specifically radiant warmers, education, and process and, therefore, standardize the care for patients. A standardized workflow has been established. He noted that the Birthing Center and the SCN collaborate and mutually support each other. Dr. McGuire also talked about the higher incidence of opioid withdrawal babies nationwide, the implementation of the Eat Sleep Console Approach (ESC), and the institution of the SCN Cuddler Program supported by the Service League.

*QUALITY REPORT:
Special Care Nursery
(SCN) Program Update*

Chris Henry, Chief Financial Officer, presented the Finance Report for May 2019. The average daily census was 182.1 with admissions of 1,061 resulting in 5,645 patient days. Outpatient observation equivalent days were 182. The average length of stay was 5.24 days. The case mix index was 1.462. Deliveries were 135. Surgical cases were 411. Joint Replacement cases were 166. Neurosurgical cases were 32. Cardiac Surgical cases were 9. The Outpatient visits were 8,168 and Emergency visits were 4,587. Total productive FTEs were 1,360.6. FTEs per adjusted occupied bed were 5.86.

FINANCE REPORT

Nancy Farber presented the Hospital Operations Report for June 2019. Preliminary information indicated gross revenue for the month at approximately \$183,542,000. The Average Length of Stay of 5.08 and there were 5,220 patient days. There were 375 Surgical Cases and 341 Cath Lab procedures at the Hospital. Deliveries were 118. Non-Emergency Outpatient visits were 7,294. Total FTEs per Adjusted Occupied Bed were 6.18. The Washington Outpatient Surgery Center had 493 cases and the clinics saw approximately 3,211 patients. Total Government Sponsored Preliminary Payor Mix was 74.2%, above the budget of 72.0%. Homeless Patient Total Encounters were 189 with an estimated unreimbursed cost of homeless care of \$269,000.

*HOSPITAL
OPERATIONS REPORT*

In accordance with Health & Safety Code Section 32106 and Government Sections 54957 and 54956.9(d)(2), Director Stewart adjourned the meeting to closed session at 7:45 pm, as the discussion pertained to Hospital trade secrets, personnel matters, and Risk Management.

*ADJOURN TO CLOSED
SESSION*

Director Stewart reconvened the meeting to open session at 8:58 pm and reported no action was taken in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Stewart adjourned the meeting at 8:58 pm. *ADJOURNMENT*

Bernard Stewart
President

Jeannie Yee
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, July 22, 2019 in the Board Room, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Stewart called the meeting to order at 7:30 a.m.

CALL TO ORDER

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

ROLL CALL

Also present: Prasad Kilaru, MD; Shakir Hyder, MD; Jan Henstorf, MD; Jeffrey Stuart, MD; Krantha Achanta, MD; Tim Tsoi, MD; Kimberly Hartz, Chief Executive Officer; Stephanie Williams, Vice President & Chief Nursing Officer

There were no oral or written communications.

COMMUNICATIONS

Director Stewart 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 Sections 1461 and 32155.

ADJOURN TO CLOSED SESSION

Director Stewart reconvened the meeting to open session at 8:30 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 was adjourned at 8:30 a.m.

ADJOURNMENT

Bernard Stewart
President

Jeannie Yee
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, July 24, 2019 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Stewart called the meeting to order at 6:03 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; Michael Wallace
Excused: Jacob Eapen, MD

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer; Ed Fayen, Executive Vice President; Chris Henry, Vice President; Stephanie Williams, Vice President; Dee Antonio, District Clerk

Guests: Dan Nardoni, Galen Hamilton, Walter Choto

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and California Government Code 54957, Director Stewart adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to personnel matters, trade secrets, and Conference with Legal Counsel regarding existing litigation pursuant to California Government Code Section 54956.9.

ADJOURN TO CLOSED SESSION

Director Stewart reconvened the meeting to open session at 8:30 p.m. and reported no reportable action was taken in closed session.

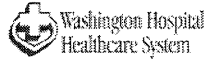
RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, Director Stewart adjourned the meeting at 8:30 p.m.

ADJOURNMENT

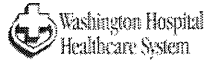
Bernard Stewart
President

Jeannie Yee
Secretary



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

June 2019



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
June 2019**

<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 8, 2019
TO: Board of Directors
FROM: Kimberly Hartz
SUBJECT: Washington Hospital – June 2019
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	June <u>Actual</u>	June <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
Average Daily Census	174.0	179.1	167.8
# of Admissions	1,024	1,097	999
Patient Days	5,220	5,374	5,104
Discharge ALOS	5.08	4.90	5.05
<u>OUTPATIENT:</u>			
OP Visits	7,294	7,084	7,509
ER Visits	4,487	4,721	4,310
Observation Equivalent Days – OP	160	139	172

Comparison of June acute inpatient statistics to those of the budget showed a lower level of admissions and a lower level of patient days. The average length of stay (ALOS) based on discharged days was above budget. Outpatient visits were higher than budget. Emergency Room visits were below budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 24.5 below budget. Total productive FTEs for June were 1,361.1, 10.6 below the budgeted level of 1,371.7. Nonproductive FTEs were 13.9 below budget. Productive FTEs per adjusted occupied bed were 5.42, 0.35 below the budgeted level of 5.77. Total FTEs per adjusted occupied bed were 6.18, 0.46 below the budgeted level of 6.64.

3. Income - Schedule Board 1

For the month of June the Hospital realized income of \$3,931,000 from operations.

Total Gross Patient Service Revenue of \$184,472,000 for June was 3.1% below budget.

Deductions from Revenue of \$141,530,000 represented 76.72% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 78.80% primarily due to recognition of favorable variances related to prior year cost report settlements.

Total Operating Revenue of \$44,767,000 was \$3,595,000 (8.7%) above the budget.

Total Operating Expense of \$40,836,000 was \$1,398,000 (3.5%) above the budgeted amount.

The Total Non-Operating Loss of \$395,000 for the month includes an unrealized gain on investments of \$552,000 and property tax revenue of \$1,439,000.

The Total Net Income for June was \$3,536,000, which was \$1,817,000 more than the budgeted income of \$1,719,000.

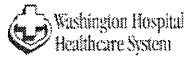
The Total Net Income for June using FASB accounting principles, in which the unrealized loss or income on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was \$2,716,000 compared to budgeted income of \$1,473,000.

4. Balance Sheet – Schedule Board 2

There were no noteworthy changes in assets and liabilities when compared to May 2019.

KIMBERLY HARTZ
Chief Executive Officer

KH/CH

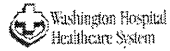


**WASHINGTON HOSPITAL
BALANCE SHEET**

June 2019
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			LIABILITIES, NET POSITION AND DEFERRED INFLOWS				
	June 2019	Audited June 2018		June 2019	Audited June 2018		
CURRENT ASSETS			CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS	\$ 32,099	\$ 31,346	1	CURRENT MATURITIES OF LT OBLIG	\$ 8,550	\$ 7,200
2	ACCOUNTS REC NET OF ALLOWANCES	68,968	58,517	2	ACCOUNTS PAYABLE	23,525	43,344
3	OTHER CURRENT ASSETS	12,172	11,100	3	OTHER ACCRUED LIABILITIES	54,307	53,279
4	TOTAL CURRENT ASSETS	113,239	100,963	4	INTEREST	11,933	12,090
				5	TOTAL CURRENT LIABILITIES	98,315	115,913
ASSETS LIMITED AS TO USE			LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	156,039	172,782	6	REVENUE BONDS AND OTHER	224,309	231,469
7	GENERAL OBLIGATION BOND FUNDS	43	15,355	7	GENERAL OBLIGATION BONDS	335,824	338,739
8	REVENUE BOND FUNDS	18,613	47,409				
9	BOND DEBT SERVICE FUNDS	31,451	29,413	OTHER LIABILITIES			
10	OTHER ASSETS LIMITED AS TO USE	9,779	12,161	10	NET PENSION LIABILITY	63,510	42,389
11	TOTAL ASSETS LIMITED AS TO USE	215,925	277,120	11	WORKERS' COMP	7,750	8,118
13	OTHER ASSETS	199,715	175,600	12	SUPPLEMENTAL MEDICAL RETIREMENT	37,299	70,252
14	NET PROPERTY, PLANT & EQUIPMENT	726,001	725,883	14	NET POSITION	506,410	490,528
15	TOTAL ASSETS	\$ 1,254,880	\$ 1,279,566	15	TOTAL LIABILITIES AND NET POSITION	\$ 1,273,417	\$ 1,297,408
16	DEFERRED OUTFLOWS	63,460	39,445	16	DEFERRED INFLOWS	44,923	21,603
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,318,340	\$ 1,319,011	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,318,340	\$ 1,319,011



**WASHINGTON HOSPITAL
OPERATING INDICATORS
June 2019**

12 MONTH AVERAGE	June						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
167.8	174.0	179.1	(5.1)	-3%	1	PATIENTS IN HOSPITAL				
5.7	5.3	4.6	0.7	15%	2	ADULT & PEDS AVERAGE DAILY CENSUS	167.8	173.0	(5.2)	-3%
8.9	8.6	9.9	(1.3)	-13%	3	OUTPT OBSERVATION AVERAGE DAILY CENSUS	5.7	4.4	1.3	30%
						NEWBORN NURSERY AVERAGE DAILY CENSUS	8.9	9.9	(1.0)	-10%
182.4	187.9	193.6	(5.7)	-3%	4	TOTAL	182.4	187.3	(4.9)	-3%
3.6	3.4	2.8	0.6	21%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.6	4.3	(0.7)	-16%
5,104	5,220	5,374	(154)	-3%	6	ADULT & PEDS PATIENT DAYS	61,250	63,145	(1,895)	-3%
999	1,024	1,097	(73)	-7%	7	ADMISSIONS-ADULTS & PEDS	11,984	13,230	(1,246)	-9%
5.05	5.08	4.90	0.18	4%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	5.05	4.77	0.28	6%
						OTHER KEY UTILIZATION STATISTICS				
1.463	1.490	1.476	0.014	1%	9	OVERALL CASE MIX INDEX (CMI)	1.463	1.481	(0.018)	-1%
						SURGICAL CASES				
147	151	145	6	4%	10	JOINT REPLACEMENT CASES	1,768	1,730	38	2%
25	21	27	(6)	-22%	11	NEUROSURGICAL CASES	297	330	(33)	-10%
7	7	10	(3)	-30%	12	CARDIAC SURGICAL CASES	89	126	(37)	-29%
201	196	192	4	2%	13	GENERAL SURGICAL CASES	2,404	2,250	154	7%
380	375	374	1	0%	14	TOTAL SURGICAL CASES	4,558	4,436	122	3%
350	341	342	(1)	0%	15	TOTAL CATH LAB PROCEDURES	4,198	4,049	149	4%
129	118	147	(29)	-20%	16	DELIVERIES	1,542	1,756	(214)	-12%
7,509	7,294	7,084	210	3%	17	OUTPATIENT VISITS	90,106	87,706	2,400	3%
4,310	4,487	4,721	(234)	-5%	18	EMERGENCY VISITS	51,722	55,803	(4,081)	-7%
						LABOR INDICATORS				
1,306.0	1,361.1	1,371.7	10.6	1%	19	PRODUCTIVE FTE'S	1,306.0	1,334.8	28.8	2%
178.3	192.7	206.6	13.9	7%	20	NON PRODUCTIVE FTE'S	178.3	187.5	9.2	5%
1,484.3	1,553.8	1,578.3	24.5	2%	21	TOTAL FTE'S	1,484.3	1,522.3	38.0	2%
5.45	5.42	5.77	0.35	6%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.45	5.84	0.39	7%
6.20	6.18	6.64	0.46	7%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.20	6.66	0.46	7%

* included in Adult and Peds Average Daily Census



Memorandum

DATE: August 9, 2019

TO: Kimberly Hartz, Chief Executive Officer

FROM: Ed Fayen, Executive Vice President & Chief Operating Officer

SUBJECT: Improvements to 5 West

The hospital is currently undertaking an upgrade of the patient floors in the main tower. We started this work on 4 West. As part of the renovation, we are converting, where possible, rooms from semi-private to private and making the finishes comparable to the Morris Hyman Critical Care Pavilion.

As part of this upgrade we would like to improve the flooring and painting on 5 West. This would include removal of all flooring in patient care rooms and hallways and replacing it with a vinyl, wood finish, similar to what we see on the 2nd floor of the main hospital and throughout Morris Hyman Critical Care Pavilion.

This project was included in the fiscal year 2020 Facility Project Capital Budget in the amount of \$250,000.00.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to proceed with the necessary contracts to complete the 5 West Improvements for an amount not to exceed \$250,000.00.