



# Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 • (510) 797-1111

Nancy Farber, Chief Executive Officer

## Board of Directors

Patricia Danielson, RHIT

Jacob Eapen, M.D.

William E. Nicholson, M.D.

Bernard Stewart, D.D.S.

Michael J. Wallace

## BOARD OF DIRECTORS' MEETING

Wednesday, October 11, 2017 – 6:00 P.M.  
Conrad E. Anderson, MD Auditorium

### AGENDA

- |  | <b>PRESENTED BY:</b>   |
|--|--|
| <b>I. CALL TO ORDER &amp; PLEDGE OF ALLEGIANCE</b>   | William Nicholson, MD<br>Board Member  |
| <b>II. ROLL CALL</b>   | Dee Antonio<br>District Clerk  |
| <b>III. EDUCATION SESSION:</b><br>Result of Annual Audit   | Chris Henry<br>Sr. Associate Administrator &<br>Chief Financial Officer<br><br>Michael MacBryde<br>Price Waterhouse Cooper |
| <b>IV. CONSIDERATION OF MINUTES</b><br><br>September 13, 14, 25, and 27, 2017  | <i>Motion Required</i>   |
| <b>V. COMMUNICATIONS</b>   |  |
| A. Oral  |  |
| B. Written<br><br>From Timothy Tsoi, MD Chief of Staff,<br>dated September 25, 2017 requesting<br>approval of Medical Staff Credentialing<br>Action Items. | <i>Motion Required</i>   |
| <b>VI. INFORMATION</b>   | <b>PRESENTED BY:</b>   |
| A. Service League Report   | Debbie Jackson<br>Service League   |
| B. Medical Staff Report  | Timothy Tsoi, MD<br>Chief of Staff   |
| C. Hospital Calendar   | Nancy Farber<br>Chief Executive Officer  |
| D. Lean/Kaizen Report:<br>Washington Hospital Healthcare System's<br>Lean Journey: State of Transformation   | Patti Crome<br>Managing Director, Health Care<br>Consulting, Rona Consulting Group   |

- E. Construction Report  
Ed Fayen  
Senior Associate Administrator
- F. Quality Report:  
Influenza Prevention  
Mary Bowron, DNP, RN, CIC  
Senior Director of Quality & Resource  
Management
- G. Finance Report  
Chris Henry  
Senior Associate Administrator and  
Chief Financial Officer
- H. Hospital Operations Report  
Nancy Farber  
Chief Executive Officer

**VII. ACTION**

- A. Consideration of Fremont Office Center  
Air Conditioning Replacement *Motions Required*
- B. Consideration of Purchase of BiPap Units
- C. Consideration of Budget Amendment for  
the Administration Office and Kaizen  
Promotion Office Build Out
- D. Consideration of Purchase of Dialysis  
Equipment
- E. Consideration of LabCorp Interface
- F. Consideration of Appointment to  
Washington Township Hospital  
Development Corporation
- G. Commendation for Shirley Buschke

**VIII. 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. Conference regarding medical audit  
reports, quality assurance reports and  
privileging pursuant to Health & Safety  
Code Section 32155.
- C. Report involving a trade secret pursuant to  
Health & Safety Code section 32106

**IX. RECONVENE TO OPEN SESSION &  
REPORT ON CLOSED SESSION**

William Nicholson, MD  
Board Member

**X. ADJOURNMENT**

William Nicholson, MD  
Board Member

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, September 13, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson 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: William Nicholson, MD; Bernard Stewart, DDS; Michael Wallace; Patricia Danielson, RHIT; Jacob Eapen, MD. Directors absent:

*ROLL CALL*

Also present: Nancy Farber, Chief Executive Officer; Timothy Tsoi, Chief of Medical Staff; Debbie Jackson, Service League 1<sup>st</sup> President; Dee Antonio, District Clerk

Guests: Ed Fayen, Kimberly Hartz, Chris Henry, Bryant Welch, Stephanie Williams, Tina Nunez, Kristin Ferguson, Mary Bowron, Albert Brooks MD, Dan Nardoni, Larry Bowen, John Lee, Rob Lanci

Nancy Farber, Chief Executive Officer and Chris Henry, Chief Financial Officer introduced Bonnie Crawford, Braden Illingworth, Ross Illingworth, Marisa Franks, Keely Maloney, and Jenna Vierra. These representatives from 4H Junior Live Stock Auction held at the 2017 Alameda County Fair gave a presentation on 4H and FFA (Future Farmers of America) and shared their experiences raising and marketing their animals.

*EDUCATION SESSION:  
4H – How Agriculture  
Impacts Our Daily Lives*

Director Stewart moved for approval of the minutes of August 9, 21, 23, 28, and 29, 2017.

*APPROVAL OF  
MINUTES OF August 9,  
21, 23, 28, and 29, 2017*

Director Danielson seconded the motion.

Roll call was taken:

William Nicholson, MD - aye  
Bernard Stewart, DDS - aye  
Michael Wallace – aye  
Patricia Danielson, RHIT – aye  
Jacob Eapen, MD – aye

The motion unanimously carried.

There were no oral communications.

*COMMUNICATIONS:  
ORAL*

The following written communication received from Timothy Tsoi, MD., Chief of Staff, dated August 28, 2017 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:  
WRITTEN*

Appointments

Hamilton, Graham DPM; Huyhn, Tracy MD; Pantell, Matthew MD; Wartman, Sara MD

Temporary Privileges

Pantell, Matthew MD; Wartman, Sara MD; Wood, William MD; Shafi, Nabil MD

Reappointments – Two Year

Beilin, Natasha MD; Bhargava, Aditya MD; Bindra, Archana MD; Bindra, Sanjay MD; Brook, Michael; Burke, Patrick MD; Burrs, Demetra MD; Cocalis, Mark MD; Espiritu, Chiara MD; Evey, Crystal MD; Feng, Peggy MD; Ge, Benjamin MD; Jackson, David MD; Leatherbury, Robert CCP; Li, Walter MD; Mah, Christopher DPM; Mathew, Lincy MD; Obayashi, Derek MD; Ouye, Kai MD; Pang, David MD; Patel, Divyang DPM; Sawhney, Rishi MD; Serpa, Nancy MD; Stuart, Jeffrey MD

Non-Reappointments – Deemed to have Resigned

Jain, Sanjeev MD

Transfer in Staff Category

Brook, Michael MD; Cocalis, Mark MD; Espiritu, Chiara MD; Franzino, Stephen MD; Obayashi, Derek MD; Szajer, Michael CCP; Woomer, Bethany MD; Zhou-Stine, Ming MD

Completion of Proctoring & Advancement in Staff Category

Brook, Michael MD; Cocalis, Mark MD; Obayashi, Derek MD; Szajer, Michael CCP

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category

Bryan, George PA-C; Gunda, Narayana MD

Extension of Proctorship and Provisional Category

Alvarez, Marcos MD; Doshi, Neeti MD; Hein, Lance PA-C

New Privilege Requests

Moran-Gates, Taylor MD; Shafi, Nabil MD; Obayashi, Derek MD; Umopathy, Krishnamurthy MD; Wood, William MD

Delete Privilege Requests

Alpert, Marjorie MD; Burke, Patrick MD; Burrs, Demetra MD; Brook, Michael MD; Bryan, George PA-C; Dobbs, Sara MD; Espiritu, Chiara MD; Feng, Peggy MD; Lada, Samuel MD; Li, Walter MD; Van Tassel, Jason, MD

Resignations

Cooper, Michael MD; Luh, George MD; Miller, David MD; Pham, Alexander MD; Stark, Lauren PA-C

Director Wallace moved for approval of the credentialing action items presented by Dr. Tsoi.

Director Stewart seconded the motion.

Roll call was taken:

William Nicholson, MD – aye  
Bernard Stewart, DDS – aye  
Michael Wallace – aye  
Patricia Danielson, RHIT – aye  
Jacob Eapen, MD – aye

The motion unanimously carried.

Debbie Jackson, Service League, presented the Service League Report. The Gift Shop is getting ready for Fall and Halloween. Founding member, Peg Tate, celebrated her 100<sup>th</sup> birthday. There were 40 new volunteers in orientation, ten college and twenty-four high school students; six adults. The total volunteer staffing hours for the month of August 2017: 2,953.

*SERVICE LEAGUE  
REPORT*

Dr. Timothy Tsoi reported there are 606 Medical Staff members which includes 340 active members.

*MEDICAL STAFF  
REPORT*

**The Hospital Calendar video highlighted the following events:**

*HOSPITAL CALENDAR:  
Community Outreach*

**Past Health Promotions & Outreach Events**

On Tuesday, August 15<sup>th</sup>, as part of the Stroke Education Series, Melissa Reyes, RN, presented, "Life After a Stroke." 13 people attended

On Thursday, August 16<sup>th</sup>, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, presented "Throw on Your Athletic Shoes and Let's Get Moving." This special presentation included a half mile walk to Shinn Historic Park where participants practiced tai chi before returning to Washington West. 12 people attended

On Tuesday, August 29<sup>th</sup>, Dr. Kadeer Halimi, emergency medicine, and Dr. Rohit Arora, intensivist presented "Learn the Signs and Symptoms of Sepsis." 34 people attended

On Wednesday, August 30<sup>th</sup>, Lucy Hernandez, Community Outreach Project Manager presented information on the 2016 Community Health Needs Assessment to the Newark Optimist Club. 12 people attended

**Upcoming Health Promotions & Community Outreach Events**

On Friday, September 15<sup>th</sup>, from 3 to 5 pm, Dr. Alexander Sah, orthopedic surgeon, will present "Updated Treatments for Knee Pain and Arthritis."

On Saturday, September 16<sup>th</sup>, from 10 am to 3 pm, Washington Hospital staff will provide blood pressure screenings along with health and nutrition information at the Masonic Home of California Harvest Fest in Union City.

On Sunday, September 17<sup>th</sup> from 12 to 4 pm, Washington Hospital and Washington Township Medical Foundation staff will provide information on health related programs and services during the Community Information Faire at the City of Newark's 62<sup>nd</sup> Annual Newark Days celebration.

On Tuesday, September 19<sup>th</sup> from 6 to 8 pm, Dr. David Lee, hematologist / oncologist, will present "Strategies to Reduce the Risk of Cancer Recurrence"

On Thursday, September 21<sup>st</sup> from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "A Balanced Approach to Pain Management."

On Thursday, September 28<sup>th</sup> from 6 to 8 pm, Dr. Victoria Leiphart, gynecologist, will present "Vitamins and Supplements: How Useful Are They?"

On Tuesday, October 3<sup>rd</sup> from 10 am to 12 pm, Kristi Caracappa, Health Insurance Information Service Coordinator, will present "Medicare Open Enrollment: What You Need to Know".

Also on Tuesday, October 3<sup>rd</sup> from 10 am to 12 pm, as part of the Stroke Education Series, Melissa Reyes, RN, will present, "Stroke Prevention."

On Wednesday, October 4<sup>th</sup> from 6 to 8 pm, Kristi Caracappa, Health Insurance Information Service Coordinator, will present "New To Medicare? What You Need to Know".

On Thursday, October 5<sup>th</sup>, from 6 to 8 pm, as part of the Diabetes Matters Series, Dr. Steven Zonner, family practice and sports medicine specialist, will present "Exercise IS Medicine."

On Tuesday, October 10<sup>th</sup> from 1 to 3 pm, Kristi Caracappa, Health Insurance Information Service Coordinator, will present "Medicare Part D: Your Prescription Drug Coverage".

#### **Washington Hospital Healthcare Foundation**

On Saturday, October 14<sup>th</sup>, the Washington Hospital Healthcare Foundation will host the 31<sup>st</sup> annual Top Hat dinner dance. This year's gala will be chaired by Debbie Jackson, President of the Washington Hospital Service League, Dr. William Dugoni, general surgeon, Washington Township Medical Foundation, medical director of the women's center, and Gary Charland, President and CEO of Masonic Homes.

Proceeds from the evening will benefit Washington Hospital's Radiation Oncology Center by supporting the purchase of a new linear accelerator. This treatment modality will increase the Hospital's ability to provide advanced radiation therapy to patients here in our own community.

#### **Washington Hospital Employee Association, W.H.E.A.**

On August 5<sup>th</sup> and 6<sup>th</sup>, WHEA held their biggest fundraiser of the year. During the Fremont Festival of the Arts, employees requested a \$5 donation for festival attendees to park in the Washington West parking lot. The event raised more than \$5,700. Proceeds will benefit charitable projects and organizations in the District.

WHEA's Back to School Drive, "Fill a Backpack Challenge," was a huge success. WHEA proudly donated 20 backpacks and 15 gift cards to SAVE and 20 backpacks and 14 gift cards to Abode Services

Gurshaan Bariana was the recipient of the 2017 Don Pickinpaugh Memorial Scholarship recipient in the amount of \$2,000. Gurshaan is the son of Parminder Bariana, RN from the Special Care Nursery. He graduated from Milpitas High School and will attend UC Berkley in the Fall.

*HOSPITAL CALENDAR:  
Washington Hospital  
Foundation Report*

*WASHINGTON  
TOWNSHIP  
HEALTHCARE  
DISTRICT:  
Washington Hospital  
Employee Association,  
W.H.E.A.*

On Friday, September 8<sup>th</sup>, WHEA hosted the American Red Cross blood drive in the Conrad E. Anderson, MD. 38 employees registered and 37 pints of blood were donated.

**Washington On Wheels Mobile Health Clinic, W.O.W.**

During the month of August, the Washington On Wheels Mobile Health Clinic (W.O.W.) continued to serve community members at the Fremont Senior Center, Fremont Family Resource Center and the Ruggieri Senior Center in Union City. Washington On Wheels continued with the Summer's free glucose screenings at Centro de Servicios in Union City and at the Viola Blythe Community Center in Newark, in addition to all regularly scheduled community sites.

In August, W.O.W. provided 106 glucose screenings and of those 23% had higher than normal glucose levels and are undergoing further testing and treatment for Diabetes.

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of August was 170.

**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 pages include: Employment, About WHHS, Programs and Services, and Physician Finder.

**InHealth - Channel 78**

During the month of August, Washington Hospital's cable channel 78, InHealth, captured new programming including a Health and Wellness program titled "Learn the Signs and Symptoms of Sepsis"

In addition, InHealth aired three Health and Wellness programs titled "Digestive Health: What You Need to Know," Balance and Falls Prevention" and "Solutions for Managing Weight" and the August Board of Directors meeting.

**Awards and Recognitions**

Washington Hospital and Washington Township Medical Foundation physicians were recipients of the Best of Newark 2017 Awards and Honors.

Readers of the Bay Area News Group newspapers cast votes online to determine recipients.

Washington Hospital was the recipient of the best hospital award.

Dr. Vanessa Wilson received best doctor; Dr. Alexander Sah received the best orthopedic surgeon; and Dr. William Dugoni received the best surgeon award.

In addition, Washington Hospital Healthcare System was recognized with Best Group Health Provider honors and Washington Township Medical Foundation was honored best health provider award.

*HOSPITAL CALENDAR:  
Washington On Wheels  
Mobile Health Van*

*HOSPITAL  
CALENDAR:  
Internet and Social  
Media Marketing*

*HOSPITAL  
CALENDAR:  
InHealth*

*HOSPITAL  
CALENDAR:  
Awards & Recognitions*



### **Additional Events and Announcements**

Washington Hospital opened its cooling center on Friday, September 1st and Saturday, September 2nd to benefit the residents of the Tri-City Area. The Washington Community Health Resource Library becomes the designated community cooling center when outdoor temperatures in the Tri-City Area reach, or are expected to reach, 90 degrees Fahrenheit. The pet friendly center provided community members with an option to get away from the extreme heat to help prevent heat-related health issues.

With the recent occurrence of several natural disasters, including hurricanes, tornados, and earthquakes, now is a good time to create or update your disaster plan and emergency kit.

When a major disaster occurs, it is impossible for emergency services to respond to everyone's needs immediately. You should be prepared to take care of yourself and your family for at least the first 3 days, and possibly for an entire week. When making a family disaster plan, remember to include any special needs for children, seniors, people with disabilities, and pets. Also include an out-of-state contact person in case local communication is limited.

Items to keep on hand may include:

- 1 gallon of water per person per day
- Flashlight, battery-operated radio, extra batteries
- Whistle
- Dust mask
- Ready-to-eat food and a manual can opener
- Cash in small denominations
- Copies of important documents and phone numbers
- First Aid kit
- Prescription medications, eyeglasses, hearing aids, or other vital personal items
- Personal hygiene items including toilet paper, diapers, soap and feminine products
- Warm clothes, hats, rain gear, sturdy shoes (socks), and heavy gloves
- Plastic sheeting, duct tape and utility knife for covering broken windows
- Large plastic bags
- Paper, pens, tape for leaving messages

### **Employee of the Month**

Marlene began working for Washington Hospital in 2004 as a travel nurse. As a traveler, she experienced several hospitals before knowing that Washington was the right place for her. Her dedication to the patients of our community knows no limits. "I tell the team, 'Treat each patient as if it were your Mom in the ER. Think of the things that would bring comfort to your Mom: a short wait time, information about what is happening—and maybe a warm blanket.' The Patient First Ethic is a natural flow from this advice."

*HOSPITAL  
CALENDAR:  
Additional Events and  
Announcements*

*HOSPITAL  
CALENDAR:  
Employee of the Month –  
Marlene McGee*

Marlene has an unusual commute to work—her home is in North Carolina. She works 10 days here and then goes to her other family for 20 days. When in North Carolina, she spends time with her husband Rick, her son Richie, and her three grandchildren, Richie, Amerie, and Caden. Together, the family hikes, enjoys the beach, and cooks great meals. The McGee table welcomes many guests—especially at the holidays.

Nancy Farber introduced Kimberly Hartz, Sr. Associate Administrator. Ms. Hartz presented Lean Certificates and Pins to Carmen Williams MSN, RNC-OB; Mary Bowron DNP, RN, CIC, CNL, CPHQ; Tina Nunez MPH; and Trevin Hunt MPA, RN upon completion of their Lean Certification Training. This is a 12-18 month process that requires proficiency in Lean concepts and tools. To date, we have certified twenty-six Managers and two Physicians.

*LEAN/KAIZAN  
UPDATE  
Lean Leadership*

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of the PBX room on the ground floor showing painted walls and floor prep in progress; installation of equipment racks in the MDF room on the ground floor; installation of wall tile in the women's restroom on the ground floor; installation of wall protection and energized permanent power on the ground floor; doors in place on the resuscitation room on the first floor; doors installed on the psych exam rooms on the first floor; doors installed on first floor elevators; rebar and waterproofing for curbs and planters for the landscape garden area on the second floor terrace; medication room, clean supply room and nourishment room in the CCU, second floor; installed flooring on the third floor; assembly scaffold in stairway #1; and the current Site View. The construction timeline was reviewed and Mr. Fayen noted that the construction is proceeding on time.

*CONSTRUCTION  
REPORT  
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Quality dashboard for the quarter ending June 2017 comparing WHHS statistics to State and National benchmarks. Venous Thromboembolism: We were above the State and National benchmarks for all measures. Stroke: Our performance was better than State and National benchmarks with perfect compliance (100%). Central Line Associated Bloodstream Infections: Our infection rate was lower than predicted. C-Difficile: We were higher than predicted for four of the past six quarters. Catheter Associated Urinary Tract Infections: We had less CAUTI events than predicted. MRSA Bloodstream Infections: We had no MRSA Bloodstream infections. Hospital Acquired VRE Infections: We had no VRE infections which was better than our internal benchmark. Surgical Site Infections: We had no infections following colon surgery or abdominal hysterectomy surgery, which was below the expected number of infections.

*QUALITY REPORT:  
Quality Dashboard for  
Quarter Ending June  
2017*

Ms. Bowron reported that our pressure ulcer prevalence was below the CalNOC benchmark. Our moderate fall with injury rate was above the CalNOC benchmark for the quarter.

The National Patient Safety Goals were reviewed. The Hand Off Communication was better than the Joint Commission Goal of 90% for the last quarter, as well as over the past two years. Patient Identification was at 100% compliance in the last

quarter. The Procedure Time Out was slightly below the goal of 100% compliance. Hand Hygiene was at 97.8% and it was noted that since implementation of this tool in 2014, we have consistently performed better than goal.

We had a lower percent of 30-day medicare pneumonia readmissions compared to the CMS national benchmark (8.9% versus 16.9%) as well as 30-day CHF readmissions (23.5% versus 21.6%). Our 30-day readmission rate for AMI discharges was lower than the CMS benchmark (8.0% versus 16.3%).

Chris Henry, Chief Financial Officer, presented the Finance Report for July 2017. The average daily census was 140.7 with admissions of 970 resulting in 4,362 patient days. Outpatient observation equivalent days were 149. The average length of stay was 4.53 days. The case mix index was 1.520. Deliveries were 156. Surgical cases were 308. Joint Replacement cases were 120. Neurosurgical cases were 25. Cardiac Surgical cases were 8. The Outpatient visits were 6,904 and Emergency visits were 4,349. Total productive FTEs were 1,407.1. FTEs per adjusted occupied bed were 7.31.

*FINANCE REPORT*

Nancy Farber presented the Hospital Operations Report for August 2017. Preliminary information indicated gross revenue for the month of August at approximately \$161,569,000. The Average Length of Stay of 4.43 and there were 4,648 patient days. There were 324 Surgical Cases and 412 Cath Lab procedures at the Hospital. Deliveries for August were 139. Non-Emergency Outpatient visits were 7,640. FTEs per Adjusted Occupied Bed were 7.01. The Washington Outpatient Surgery Center had 4545 cases and the clinics saw approximately 3,415 patients.

*HOSPITAL  
OPERATIONS REPORT*

Reference Attached Document

*APPROVAL OF CHIEF  
EXECUTIVE OFFICER'S  
EMPLOYMENT  
AGREEMENT AND AT-  
RISK COMPENSATION*

In accordance with District Law, Policies and Procedures, Director Stewart moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the implementation services for an Xper System upgrade for a total amount not to exceed \$397,518.00.

*CONSIDERATION OF  
XPER SYSTEM  
UPGRADE*

Director Wallace seconded the motion.  
Roll call was taken:

William Nicholson, MD - aye  
Bernard Stewart, DDS - aye  
Michael Wallace - aye  
Patricia Danielson, RHIT - aye  
Jacob Eapen, MD - aye

The motion unanimously carried.

In accordance with District Law, Policies and Procedures, Director Wallace moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of implementation services for Radiology Decision Support for a total amount not to exceed \$76,591.00.

*CONSIDERATION OF  
RADIOLOGY DECISION  
SUPPORT*

Director Wallace seconded the motion.  
Roll call was taken:

William Nicholson, MD - aye  
Bernard Stewart, DDS - aye  
Michael Wallace - aye  
Patricia Danielson, RHIT - aye  
Jacob Eapen, MD - aye

The motion unanimously carried.

In accordance with Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Nicholson adjourned the meeting to closed session at 7:57 pm, as the discussion pertained to Hospital trade secrets, Human Resources matters, and Risk Management.

*ADJOURN TO CLOSED  
SESSION*

Director Nicholson reconvened the meeting to open session at 8:37 pm and reported no action was taken in closed session.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 8:37 pm.

*ADJOURNMENT*

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William Nicholson, MD  
President

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Patricia Danielson, RHIT  
Secretary

MINUTES OF THE BOARD OF DIRECTORS OF WASHINGTON HOSPITAL

September 13, 2017

Agenda Item VII.A

*Consideration of Chief Executive Officer Employment Agreement and At-Risk Compensation*

During the regular meeting of the Board of Directors (Board) on September 13, 2017 the Board considered Agenda Item VII.A, *Consideration of Chief Executive Officer Employment Agreement and At-Risk Compensation*. All Board members were present:

Dr. William F. Nicholson, President  
Patricia Danielson, Secretary  
Dr. Jacob Eapen, Treasurer  
Dr. Bernard Stewart, First Vice President  
Michael J. Wallace, Second Vice President

President Nicholson invited District Counsel, Paul Kozachenko, to introduce the agenda item.

Mr. Kozachenko indicated that the Board would be considering the following three action items tonight: (1) whether to make a base salary adjustment to the CEO's salary based on the Board's compensation philosophy, which would mean an adjustment to around the 65<sup>th</sup> percentile of the California peer group; (2) whether to make an award of at-risk compensation of up to 20% of base salary consistent with the Board's philosophy of providing total cash compensation which would not exceed the 75<sup>th</sup> percentile of the California peer group; and (3) whether to extend the term of the employment agreement by one year.

Mr. Kozachenko noted that tonight's Board packet contains three documents related to this agenda item: (1) a memorandum from Mr. Kozachenko with background information on the Board's process for adjusting cash compensation and summarizing the Board's compensation philosophy (nothing has changed from the prior year); (2) a memorandum from the Chief Executive Officer summarizing the District's accomplishments for the past fiscal year; and (3) a report from Integrated Health Strategies/Arthur J. Gallagher & Company ("IHS") for 2017. IHS is an independent healthcare compensation consultant. Its report provides the Board with independent data on base salary and total cash compensation for comparable California healthcare organizations and provides the Board the information it needs to make decisions about the CEO's compensation. These documents were posted on the District's website on Friday and have been available for public review.

President Nicholson opened the discussion concerning an adjustment to the CEO's base salary to the 65<sup>th</sup> percentile of the California peer group. He noted that according to the IHS report, the 65<sup>th</sup> percentile would place base salary at approximately \$836,000. He noted that the CEO's current base salary is 3.47% below the 65<sup>th</sup> percentile. A 3% raise would place her base salary at just below the target, and a 4% raise would place her base salary at slightly above the target.

President Nicholson invited the Board to comment on the matter of the CEO's base salary.

Director Wallace favors a 4% increase in base salary. In reaching this conclusion, he cited the District's strong financial performance over the prior year. The District services 350,000 residents and generated a positive bottom line without relying on funds from taxpayers. He also cited the District's strong performance in the passing of the three surveys from independent parties, which is a strong indicator of quality at Washington Hospital. He indicated that providing the CEO a base salary of less than the 65<sup>th</sup> percentile would be inappropriate.

President Nicholson favors a 4% raise. He concurred with Director Wallace that the District's financial performance has been stellar. In addition, the District opened its new garage and the new Morris Hyman Pavilion is on time and on budget. He also noted that the intensivist and hospitalists programs went live.

Director Eapen favors a 4% increase. The CEO has met all of the goals set for her. He has no hesitation in providing the CEO a 4% increase so that the CEO's base salary makes it to the 65<sup>th</sup> percentile.

Director Danielson favors a 4% increase. The District has received numerous rewards and passed three difficult surveys. She noted that the surveys are tests and are both difficult and stressful. She credits the CEO for the District's strong performance over the past year. She believes it would not be right to provide for a base salary below the 65<sup>th</sup> percentile.

Director Stewart favors a 4% increase. He noted that the District has done extremely well over the past year. The Board's philosophy is to keep base salary at the 65<sup>th</sup> percentile of the California peer group. The IHS report provides the Board with data based on California hospitals of similar size, complexity, and operation.

President Nicholson opened the public hearing on the issue of the adjustment of the CEO's base salary.

President Nicholson closed the public hearing on the issue of the adjustment of the CEO's base salary. There were no comments.

Director Stewart moved that the Board increase the CEO's base salary by 4%, setting base salary at about the 65<sup>th</sup> percentile of California peer group at \$840,320, and that increase be effective July 1, 2017. Director Wallace seconded the motion.

President Nicholson called for a vote:

President Nicholson	AYE	Director Wallace	AYE
Director Danielson	AYE	Director Eapen	AYE
Director Stewart	AYE		

The motion passed.

President Nicholson opened the discussion concerning the award of at-risk compensation of up to 20% of base salary. He noted that according to the IHS report, a 20% award would mean an award of \$161,000, and that a full award of 20% would still not cause the CEO's total compensation to exceed the 75<sup>th</sup> percentile.

Director Wallace favors a 20% award. He cited the reasons stated earlier and noted that the District has had a tremendous amount of financial and medical success over the past year. The CEO manages 1400 employees and over 600 physicians on the medical staff, serves the 350,000 residents of the community, oversees a budget of half a billion dollars, and has built a fantastic team. He also noted that while the Board will be increasing base compensation slightly above the target 65<sup>th</sup> percentile, a 20% award will still place the CEO's compensation short of the Board's goal of the 75<sup>th</sup> percentile.

President Nicholson favors a 20% award. He concurred with everything that has been said.

Director Stewart favors a 20% award. He noted that the District, in these tough times, is not running a deficit, continues to service members of the District, and is able to put money back into the system in the form of new facilities. He cited the recent bankruptcy of Doctors Hospital Medical Center, which has now been turned into a casino parking lot and means members of that community must travel farther to obtain medical care.

Director Eapen favors a 20% award. He indicated that he had no hesitations based on the discussion and that the full award is still below the 75<sup>th</sup> percentile target.

Director Danielson favors a 20% award. She concurred with everything that had been said, but added that all of the CEO's accomplishments have been done under adverse conditions. The healthcare industry is in an extremely challenging environment, but despite that, the District is meeting those challenges. She attributed this success to the CEO.

President Nicholson opened the public hearing on the issue of an award of at-risk compensation.

President Nicholson closed the public hearing on the issue of an award of at-risk compensation. There were no comments.

Director Stewart moved that the Board award the CEO at-risk compensation based on its current compensation philosophy in the amount of 20% of base salary, or \$161,600, which does not exceed the 75<sup>th</sup> percentile of the California peer group. Director Wallace seconded the motion.

President Nicholson called for a vote.

President Nicholson	AYE	Director Wallace	AYE
Director Danielson	AYE	Director Eapen	AYE
Director Stewart	AYE		

The motion passed.

President Nicholson opened the discussion concerning the one-year extension of the term of the CEO's employment agreement.

*Preliminary Draft 10/2/2017*

Director Stewart moved that the Board extend the CEO's employment agreement by one year, for a term starting on July 1, 2017 and ending on June 30, 2021, and that the President of the Board be authorized to execute an amendment to the employment agreement consistent with the actions taken by the Board. Director Wallace seconded the motion.

There were no other comments from the Board.

President Nicholson opened the public hearing on the issue of extending the CEO's contract.

President Nicholson closed the public hearing on the issue of extending the CEO's contract. There were no comments.

President Nicholson called for a vote.

President Nicholson	AYE	Director Wallace	AYE
Director Danielson	AYE	Director Eapen	AYE
Director Stewart	AYE		

The motion passed.

This concluded the consideration of this agenda item.



A meeting of the Board of Directors of the Washington Township Health Care District was held on Thursday, September 14, 2017 in the Anderson A Conference Room, 2500 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:05 p.m. and led those present in the Pledge of Allegiance.

*CALL TO ORDER*

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

*ROLL CALL*

Also present: Nancy Farber, Chief Executive Officer; Ed Fayen, Sr. Associate Administrator; Kimberly Hartz, Sr. Associate Administrator; Larry Tramutola, Consultant; Paul Kozachenko, Attorney; Marguerite Leoni, Attorney; Dee Antonio, District Clerk

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 Nicholson adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to Hospital trade secrets, personnel matters, and Conference with Legal Counsel regarding existing litigation pursuant to California Government Code Section 54956.9(d)(2) (1 matter).

*ADJOURN TO CLOSED SESSION*

Director Nicholson reconvened the meeting to open session at 7:43 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 Nicholson adjourned the meeting at 7:43 p.m.

*ADJOURNMENT*

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William Nicholson, MD  
President

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Patricia Danielson, RHIT  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, September 25, 2017 in the Cardiovascular Conference Room, Washington Hospital, 2000 Mowry Avenue, Fremont, California. Director Nicholson 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; Patricia Danielson, RHIT; Jacob Eapen, MD  
Excused: Michael Wallace,

*ROLL  
CALL*

Also present: Timothy Tsoi, MD; Kranthi Achanta, MD; Peter Lunny, MD; Jan Henstorf, MD; Albert Brooks, MD; Nancy Farber, Chief Executive Officer; John Romano, MD; Stephanie Williams, Associate Administrator

There were no oral or written communications.

*COMMUNICATIONS*

Director Nicholson 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 Nicholson reconvened the meeting to open session at 9:00 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 9:00 a.m.

*ADJOURNMENT*

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William Nicholson, MD  
President

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Patricia Danielson, RHIT  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, September 27, 2017 in the Anderson C Conference Room, 2500 Mowry Avenue, Fremont, California. Director Nicholson 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: William Nicholson, MD; Bernard Stewart, DDS; Michael Wallace; Patricia Danielson, RHIT; Jacob Eapen, MD  
Excused:

*ROLL CALL*

Also present: Nancy Farber, Chief Executive Officer; Chris Henry, Sr. Associate Administrator; Ed Fayen, Sr. Associate Administrator; Kimberly Hartz, Sr. Associate Administrator; Bryant Welch, Associate Administrator; Stephanie Williams, Associate Administrator; Michael MacBryde, Price Waterhouse Cooper; Raushanha Davis, Price Waterhouse Cooper; Dee Antonio, District Clerk

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 Nicholson adjourned the meeting to closed session at 6:01 p.m., as the discussion pertained to Hospital trade secrets, personnel matters, and Conference with Legal Counsel regarding existing litigation pursuant to California Government Code Section 54956.9.

*ADJOURN TO CLOSED SESSION*

Director Nicholson reconvened the meeting to open session at 7:40.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 Nicholson adjourned the meeting at 7:40 p.m.

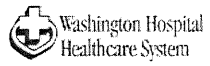
*ADJOURNMENT*

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William Nicholson, MD  
President

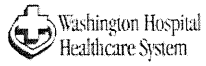
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Patricia Danielson, RHIT  
Secretary



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

**August 2017**



**WASHINGTON HOSPITAL**  
**INDEX TO BOARD FINANCIAL STATEMENTS**  
**August 2017**

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



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# Memorandum

**DATE:** October 4, 2017  
**TO:** Board of Directors  
**FROM:** Nancy Farber  
**SUBJECT:** Washington Hospital – August 2017  
Operating & Financial Activity

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## SUMMARY OF OPERATIONS – (Blue Schedules)

### 1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	<u>August Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	150.5	157.8	166.6
# of Admissions	1,021	975	1,027
Patient Days	4,667	4,893	5,063
Discharge ALOS	4.44	5.02	4.86

<u>OUTPATIENT:</u>	<u>August Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	7,640	7,323	6,937
ER Visits	4,170	4,450	4,442
Observation Equivalent Days – OP	131	230	194

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

**2. Staffing – Schedule Board 3**

Total paid FTEs were 40.1 below budget. Total productive FTEs for August of 1,218.1 were 21.8 below the budgeted level of 1,239.9. Nonproductive FTEs were 18.3 below budget. Productive FTEs per adjusted occupied bed of 6.07 were 0.39 above the budgeted level of 5.68. Total FTEs per adjusted occupied bed of 6.96 were 0.38 above the budgeted level of 6.58.

**3. Income - Schedule Board 1**

For the month of August the Hospital realized a gain of \$213,000 from operations.

Total Gross Patient Service Revenue of \$162,300,000 for August was 4.1% below budget.

Deductions from Revenue of \$123,681,000 represented 76.21% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 76.74%, primarily due to payor mix.

Total Operating Revenue of \$39,054,000 was \$815,000 (2.0%) below the budget.

Total Operating Expense of \$38,841,000 was \$721,000 (1.8%) below the budgeted amount.

The Total Non-Operating Gain of \$1,931,000 for the month includes an unrealized gain on investments of \$284,000 and property tax revenue of \$1,356,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for August was \$2,144,000, which was \$107,000 more than the budgeted gain of \$2,037,000.

The Total Net Gain for August using FASB accounting principles, in which the unrealized gain or loss on investments, and property tax revenues are removed from the non-operating income and expense, was \$504,000 compared to a budgeted gain of \$693,000.

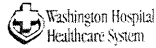
4. **Balance Sheet – Schedule Board 2**

There were no noteworthy changes in assets and liabilities, when compared to July 2017.

NANCY FARBER  
Chief Executive Officer

NF/CH

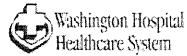




**WASHINGTON HOSPITAL**  
**STATEMENT OF REVENUES AND EXPENSES**  
 August 2017  
**GASB FORMAT**  
 (In thousands)

August				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				<b>1</b>	<b>OPERATING REVENUE</b>			
\$ 121,736	\$ 122,245	\$ (509)	-0.4%	<b>2</b>	INPATIENT REVENUE	\$ 234,377	\$ 241,174	\$ (6,797) -2.8%
40,564	46,954	(6,390)	-13.6%	<b>3</b>	OUTPATIENT REVENUE	81,994	87,539	(5,545) -6.3%
<b>162,300</b>	<b>169,199</b>	<b>(6,899)</b>	<b>-4.1%</b>	<b>4</b>	<b>TOTAL PATIENT REVENUE</b>	<b>316,371</b>	<b>328,713</b>	<b>(12,342) -3.8%</b>
(123,681)	(129,838)	6,157	4.7%	<b>5</b>	CONTRACTUAL ALLOWANCES	(240,392)	(252,403)	12,011 4.8%
76.21%	76.74%			<b>6</b>	CONTRACTUAL AS % OF REVENUE	75.98%	76.79%	
<b>38,619</b>	<b>39,361</b>	<b>(742)</b>	<b>-1.9%</b>	<b>7</b>	NET PATIENT REVENUE	<b>75,979</b>	<b>76,310</b>	<b>(331) -0.4%</b>
435	508	(73)	-14.4%	<b>8</b>	OTHER OPERATING INCOME	944	1,016	(72) -7.1%
<b>39,054</b>	<b>39,869</b>	<b>(815)</b>	<b>-2.0%</b>	<b>9</b>	<b>TOTAL OPERATING REVENUE</b>	<b>76,923</b>	<b>77,326</b>	<b>(403) -0.5%</b>
				<b>10</b>	<b>OPERATING EXPENSES</b>			
15,778	16,250	472	2.9%	<b>11</b>	SALARIES & WAGES	31,814	31,718	(96) -0.3%
6,257	6,131	(126)	-2.1%	<b>12</b>	EMPLOYEE BENEFITS	12,339	12,025	(314) -2.6%
4,208	4,530	322	7.1%	<b>13</b>	SUPPLIES	8,326	9,030	704 7.8%
4,732	4,678	(54)	-1.2%	<b>14</b>	PURCHASED SERVICES & PROF FEES	9,201	9,265	64 0.7%
1,413	1,545	132	8.5%	<b>15</b>	INSURANCE, UTILITIES & OTHER	2,820	3,135	315 10.0%
3,070	3,046	(24)	-0.8%	<b>16</b>	PROVISION FOR DOUBTFUL ACCOUNTS	6,019	5,917	(102) -1.7%
2,752	2,752	-	0.0%	<b>17</b>	DEPRECIATION	5,503	5,503	- 0.0%
631	630	(1)	-0.2%	<b>18</b>	INTEREST EXPENSE	1,450	1,281	(169) -13.2%
<b>38,841</b>	<b>39,562</b>	<b>721</b>	<b>1.8%</b>	<b>19</b>	<b>TOTAL OPERATING EXPENSE</b>	<b>77,472</b>	<b>77,874</b>	<b>402 0.5%</b>
<b>213</b>	<b>307</b>	<b>(94)</b>	<b>-30.6%</b>	<b>20</b>	<b>OPERATING INCOME (LOSS)</b>	<b>(549)</b>	<b>(548)</b>	<b>(1) -0.2%</b>
0.55%	0.77%			<b>21</b>	<b>OPERATING INCOME MARGIN %</b>	<b>-0.71%</b>	<b>-0.71%</b>	
				<b>22</b>	<b>NON-OPERATING INCOME &amp; (EXPENSE)</b>			
281	265	16	6.0%	<b>23</b>	INVESTMENT INCOME	516	559	(43) -7.7%
(41)	-	(41)	0.0%	<b>24</b>	REALIZED GAIN/(LOSS) ON INVESTMENTS	(23)	-	(23) 0.0%
236	306	(70)	-22.9%	<b>25</b>	RENTAL INCOME, NET	504	611	(107) -17.5%
(185)	(185)	-	0.0%	<b>26</b>	AMORTIZATION OF INTANGIBLE ASSETS	(369)	(369)	- 0.0%
1,356	1,344	12	0.9%	<b>27</b>	PROPERTY TAX REVENUE	2,700	2,688	12 0.4%
284	-	284	0.0%	<b>28</b>	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	477	-	477 0.0%
<b>1,931</b>	<b>1,730</b>	<b>201</b>	<b>11.6%</b>	<b>29</b>	<b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>	<b>3,805</b>	<b>3,489</b>	<b>316 9.1%</b>
<b>\$ 2,144</b>	<b>\$ 2,037</b>	<b>\$ 107</b>	<b>5.3%</b>	<b>30</b>	<b>NET INCOME (LOSS)</b>	<b>\$ 3,256</b>	<b>\$ 2,941</b>	<b>\$ 315 10.7%</b>
5.49%	5.11%			<b>31</b>	<b>NET INCOME MARGIN %</b>	<b>4.23%</b>	<b>3.80%</b>	
				<b>32</b>	<b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b>	<b>\$ 79</b>	<b>\$ 253</b>	<b>\$ (174) -68.8%</b>
<b>\$ 504</b>	<b>\$ 693</b>	<b>\$ (189)</b>	<b>-27.3%</b>		<b>NET INCOME MARGIN %</b>	<b>0.10%</b>	<b>0.33%</b>	
1.29%	1.74%							

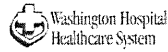
\*\*NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



**WASHINGTON HOSPITAL  
BALANCE SHEET**  
August 2017  
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			August 2017	UNAUDITED JUNE 2017	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			August 2017	UNAUDITED JUNE 2017		
<b>CURRENT ASSETS</b>					<b>CURRENT LIABILITIES</b>						
1	CASH & CASH EQUIVALENTS	\$	27,936	\$	49,180	1	CURRENT MATURITIES OF L/T OBLIG	\$	7,276	\$	5,306
2	ACCOUNTS REC NET OF ALLOWANCES		56,481		61,160	2	ACCOUNTS PAYABLE		32,131		42,211
3	OTHER CURRENT ASSETS		8,572		7,728	3	OTHER ACCRUED LIABILITIES		49,923		55,681
4	TOTAL CURRENT ASSETS		92,989		118,068	4	INTEREST		3,214		10,245
						5	TOTAL CURRENT LIABILITIES		92,544		113,443
<b>ASSETS LIMITED AS TO USE</b>					<b>LONG-TERM DEBT OBLIGATIONS</b>						
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		170,165		141,155	6	REVENUE BONDS AND OTHER		232,202		238,414
7	GENERAL OBLIGATION BOND FUNDS		61,398		73,744	7	GENERAL OBLIGATION BONDS		339,380		340,646
8	REVENUE BOND FUNDS		47,009		46,956	<b>OTHER LIABILITIES</b>					
9	BOND DEBT SERVICE FUNDS		8,152		24,812	10	NET PENSION LIABILITY		63,125		61,754
10	OTHER ASSETS LIMITED AS TO USE		15,363		15,427	11	WORKERS' COMP		8,904		8,671
11	TOTAL ASSETS LIMITED AS TO USE		302,087		302,094	12	SUPPLEMENTAL MEDICAL RETIREMENT		41,734		41,235
13	OTHER ASSETS		159,169		156,106	14	NET POSITION		468,525		465,268
14	NET PROPERTY, PLANT & EQUIPMENT		668,869		668,477	15	TOTAL LIABILITIES AND NET POSITION		\$ 1,246,414		\$ 1,269,431
15	TOTAL ASSETS	\$	1,223,114	\$	1,244,745	16	DEFERRED INFLOWS		7,616		8,546
16	DEFERRED OUTFLOWS		30,916		33,232	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$	1,254,030	\$	1,277,977
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$	1,254,030	\$	1,277,977						



**WASHINGTON HOSPITAL  
OPERATING INDICATORS  
August 2017**

12 MONTH AVERAGE	August						YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
	<b><u>PATIENTS IN HOSPITAL</u></b>										
166.6	150.5	157.8	(7.3)	-5%	1	ADULT & PEDS AVERAGE DAILY CENSUS	145.6	151.6	(6.0)	-4%	
6.4	4.2	7.4	(3.2)	-43%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	4.5	6.5	(2.0)	-31%	
10.2	9.5	12.5	(3.0)	-24%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	10.1	11.6	(1.5)	-13%	
183.2	164.2	177.7	(13.5)	-8%	4	TOTAL	160.2	169.7	(9.5)	-6%	
4.0	4.4	5.6	(1.2)	-21%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.9	4.6	(0.7)	-15%	
5,063	4,667	4,893	(226)	-5%	6	ADULT & PEDS PATIENT DAYS	9,029	9,401	(372)	-4%	
1,027	1,021	975	46	5%	7	ADMISSIONS-ADULTS & PEDS	1,991	1,896	95	5%	
4.86	4.44	5.02	(0.58)	-12%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.48	4.96	(0.48)	-10%	
	<b><u>OTHER KEY UTILIZATION STATISTICS</u></b>										
1,518	1,484	1,531	(0.047)	-3%	9	OVERALL CASE MIX INDEX (CMI)	1,502	1,531	(0.029)	-2%	
	<b><u>SURGICAL CASES</u></b>										
137	125	129	(4)	-3%	10	JOINT REPLACEMENT CASES	245	266	(21)	-8%	
26	30	23	7	30%	11	NEURO SURGICAL CASES	55	50	5	10%	
11	15	12	3	25%	12	CARDIAC SURGICAL CASES	23	21	2	10%	
193	154	197	(43)	-22%	13	GENERAL SURGICAL CASES	309	370	(61)	-16%	
367	324	361	(37)	-10%	14	TOTAL SURGICAL CASES	632	707	(75)	-11%	
366	412	337	75	22%	15	TOTAL CATH LAB PROCEDURES	686	620	66	11%	
143	139	175	(36)	-21%	16	DELIVERIES	295	322	(27)	-8%	
6,937	7,640	7,323	317	4%	17	OUTPATIENT VISITS	14,544	14,394	150	1%	
4,442	4,170	4,450	(280)	-6%	18	EMERGENCY VISITS	8,519	8,742	(223)	-3%	
	<b><u>LABOR INDICATORS</u></b>										
1,240.0	1,218.1	1,239.9	21.8	2%	19	PRODUCTIVE FTE'S	1,201.7	1,201.3	(0.4)	0%	
177.9	179.2	197.5	18.3	9%	20	NON PRODUCTIVE FTE'S	200.5	209.4	8.9	4%	
1,417.9	1,397.3	1,437.4	40.1	3%	21	TOTAL FTE'S	1,402.2	1,410.7	8.5	1%	
5.57	6.07	5.68	(0.39)	-7%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	6.11	5.81	(0.30)	-5%	
6.38	6.96	6.58	(0.38)	-6%	23	TOTAL FTE/ADJ. OCCUPIED BED	7.13	6.83	(0.30)	-4%	

\* included in Adult and Peds Average Daily Census



Washington Hospital  
Healthcare System

S I N C E 1 9 4 8

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# Memorandum

**CONFIDENTIAL**

**DATE:** September 15, 2017  
**TO:** Nancy Farber, Chief Executive Officer  
**FROM:** Chris Henry, Senior Associate Administrator  
Chief Financial Officer  
**SUBJECT:** Fremont Office Center A/C Replacement

As you are aware, when we purchased Fremont Office Center it was with the understanding that 10 of the 12 air conditioning units that were part of the original construction in the 1980's are at the end of their useful life and need to be replaced. Two of the A/C units were replaced by the previous owner last year.

We are requesting authorization to begin our replacement process by replacing 2 units in the 39300 Civic Center building. The units were identified by the building engineers as the most problematic. The cost of the replacement will be \$244,050. The Fiscal Year 2018 hospital budget provided \$250,000 for this work.



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# Memorandum

**DATE:** September 15, 2017

**TO:** Nancy Farber, Chief Executive Officer

**FROM:** Kimberly Hartz, Senior Associate Administrator  
Tina Nunez, Associate Administrator, Ambulatory Care Services

**SUBJECT:** Purchase of BIPAP units

The Respiratory Therapy Department currently has 6 BIPAP (Bi Level Positive Airway Pressure) units. Last year, we had to retire three units as they were no longer supported and could not have the annual preventative maintenance performed. We are currently renting units in order to address demand.

We are requesting the purchase of three V60 BIPAP units. The BIPAP units are used as an adjunct toward trying to keep from intubating a patient and placing them on a life support system (mechanical ventilation) when experiencing deterioration of the respiratory status and/or for treating night time sleep apnea. It is extremely effective in lowering a patient's carbon dioxide in the blood which in turn helps to normalize ventilatory status.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of the three BIPAP units for a total amount not to exceed \$43,539. This item was included in the Fiscal Year 2018 Fixed Asset Capital Budget.



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# Memorandum

**DATE:** October 11, 2017

**TO:** Nancy Farber, Chief Executive Officer

**FROM:** Edward Fayen, Senior Associate Administrator

**SUBJECT:** Budget Amendment for the Administrative Office and Kaizen Promotion Office Build Out Project

At its meeting of August 12, 2015, the Board of Directors approved Resolution # 1157, the Administrative Office and Kaizen Promotion Office Build Out Project Budget. At the January 25, 2017 meeting, the Board of Directors approved the bid received by James R. Griffin, a budget amendment to increase the project contingency, and a total project budget of \$994,292.

Today, we are requesting that the total project budget be increased by \$171,135.

The additional funds will be used to cover the following costs:

Unforeseen Conditions in Old Medical Records	\$26,470
ADA Upgrades to Public Restrooms by MD Lounge	\$35,884
Modular Furniture to Replace 30 Year old Existing	\$65,969
OSHPD Mandated Bracing of Sewer Line	\$27,812
<u>Contingency for Any Further Changes</u>	<u>\$15,000</u>
Total Additional Funding Request	\$171,135

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors increase the project budget by \$171,135 and authorize the Chief Executive Officer to execute contractual documents to complete the Administrative Office and Kaizen Promotion Office Build Out Project for an amount not to exceed \$1,165,427.



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# Memorandum

**DATE:** September 18, 2017  
**TO:** Nancy Farber, Chief Executive Officer  
**FROM:** Stephanie Williams, Associate Administrator and Chief Nursing Officer  
**SUBJECT:** CAPITAL EQUIPMENT – DIALYSIS

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In efforts to return Dialysis operations to an in-house service, I am recommending the following Capital equipment be purchased (items were not part of the original Capital Budget):

- **Hemodialysis Machine and Reverse Osmosis System and respective docking station (7 total):** The Hemodialysis Machine and Reverse Osmosis System functions to service in place of our normal kidneys and allow filtration of the blood system so that impurities do not build up in a patient's body. The total cost of 7 systems and docking stations is \$256,948.13 this cost includes tax, freight, and installation. This cost does not cover training of staff to manage the equipment after the warranty period.
- **Amicus Device Machine (Apheresis Machine) (1 total):** The Apheresis system is used for certain medical conditions in which a part of the blood that contains disease provoking elements is removed. The total cost of Amicus Device Machine is \$72,787.54 which includes tax and freight. Training costs are included with purchase of this machine.
- **Myron L Dialysate Meter (2 total):** This meter is used for routine care of the dialysate patients. The meter is required for each Hemodialysis treatment. As part of Hemodialysis the nurse/tech must test the acetate and bicarbonate dialysis water quality/conductivity, pH level, temperature, free chlorine, TDS temperature of feed, and product water in the unit process. The cost per Dialysate meter is \$2,100 dollars each; total cost for two meters is \$4,200 this includes tax and freight.
- **Dialysis Recliner Treatment Chair (4 total):** The dialysis nurse's goal during hospitalization is to move the inpatient dialysis patient from a bed to a recliner. Successful transition to a recliner supports more effective and timely discharge of the dialysis patient population. Based upon our activity level in the Dialysis unit, we would need four chairs. There are several vendors that provide these chairs, the cost for each chair ranges from \$2,727.56 - \$3,750 each; the cost for four chairs would range from \$12,355.84 to \$15,000 which includes tax and freight. Chairs will be trialed on Dialysis patients for comfort; treatment is approximately 4 hours so a comfortable padded chair that goes into Trendelenburg is necessary.

In accordance with District Law, Policies and Procedures, it is requested that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of all of the above items.

The approximate total for all above equipment is \$348,935.67.



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## Memorandum

**DATE:** September 21, 2017

**TO:** Nancy Farber, Chief Executive Officer

**FROM:** Kimberly Hartz, Sr. Associate Administrator  
John Lee, Chief Information Officer

**SUBJECT:** LabCorp Interface

The ability to interface solutions with our Epic Electronic Medical Record system enables more efficient workflows for physicians and staff. By setting up a direct electronic interface with LabCorp, physicians will be able to select tests and have them directly file to LabCorp when needed. This process is currently handled manually with data faxed instead of directly filing for test fulfillment.

The process to setup the interface involves building the tests within our Epic system and ensuring the connections between our system and LabCorp systems are configured in a way that orders and results file successfully. In addition, this project will include streamlining the list of available lab tests within Epic to maximize the ease of physician ordering as clinicians select the desired lab for test processing.

In accordance with District Law, Policies and Procedures, I request that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of implementation services and internal labor in an amount not to exceed \$150,839. These monies were not included in the Fiscal Year 2018 Capital Budget.





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# Memorandum

**DATE:** October 2, 2017

**TO:** Board of Directors, Washington Township Health Care District

**FROM:** Nancy Farber, Chief Executive Officer

**SUBJECT:** **Appointment to the Washington Township Hospital Development Corporation**

The Washington Township Hospital Development Corporation is a public benefit (nonprofit) California Corporation which is affiliated with the District. A five member Board of Directors governs the Washington Township Hospital Development Corporation (DEVCO). Its current Board of Directors is: Benn Sah, M.D., Russ Blowers, Gloria Fuerniss and Miro Garcia.

With the recent resignation of Director Shirley Buschke, I am recommending for consideration by the Board of Directors the appointment of Jeannie Yee to this position to fulfill its five member capacity.

Jeannie Yee has served on the Service League Board of Directors from 2008 to current holding multiple leadership positions and is familiar with the workings of the Washington Hospital Healthcare System. Jeannie has been a Service League volunteer since 2003 and has donated over 7,500 hours to the Hospital.

Although Jeannie is originally from Chicago, Fremont has been her home for the majority of her life. Jeannie and her husband moved to Fremont shortly after marrying in 1979, while she was still going to school earning her degree in Nursing. She was introduced to Washington Hospital through clinical rotations and then a few years later, delivered two healthy daughters at Washington.