



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, January 10, 2024 – 6:00 P.M.

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

<https://zoom.us/j/93385410514?pwd=Qlh6YU9qZ0hEVEVqU3puTisvNTZ5UT09>

Passcode: 450274

Board Agenda and Packet can be found at:

[January 2024 | Washington Hospital Healthcare System \(whhs.com\)](#)

AGENDA

PRESENTED BY:

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

Michael Wallace
Acting Board President

II. **ROLL CALL**

Cheryl Renaud
District Clerk

III. **COMMUNICATIONS**

Motion Required

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.

Michael Wallace
Acting Board President

A. Consideration of Minutes of the Regular Meetings of the District Board: December 13, 18, & 19, 2023

Motions Required

B. Consideration of Mayfield Head Holder (Skull Clamp) Neurosurgical Replacement Parts

V. **PRESENTATIONS**

PRESENTED BY:

A. Anxiety & Depression

Seema Sehgal, MD

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: 2024 Infection Prevention Program Plan | Mary Bowron
Chief Quality Officer |
| | Dr. Dianne Martin
Infectious Disease Program Consultant |
| 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. ANNOUNCEMENTS

VIII. ADJOURN TO CLOSED SESSION

- A. Conference involving Trade Secrets pursuant to Health & Safety Code Section 32106

- Strategic Planning

IX. RECONVENE TO OPEN SESSION & REPORT ON PERMISSIBLE ACTIONS TAKEN DURING CLOSED SESSION

X. ADJOURNMENT

Michael Wallace
Acting Board President

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the District Clerk at (510) 818-6500. Notification two working days prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

Board of Directors' Meeting
December 13, 2023

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, December 13, 2023 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Stewart called the meeting to order at 6:00 p.m. and led those in attendance of the meeting in the Pledge of Allegiance.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

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

ROLL CALL

Also present: Kimberly Hartz; Tina Nunez; Larry LaBossiere; Thomas McDonagh; Terri Hunter; Paul Kozachenko; John Zubiena; Ed Fayen; Semone Clark; Marcus Watkins; Jerri Randrup; Laura Anning; Donald Pipkin; Sheela Vijay; Kristin Ferguson; Mary Bowron; Jason Krupp, MD; Michelle Hudson; Mark Saleh, MD; John Lee; Lamiya Sheikh; Felipe Villanueva; Jeffrey Van Dorn; Jimmy Chang; Angus Cochran; Melissa Garcia; Kayla Gupta; Brian Smith, MD; Kel Kanady; Gisela Hernandez; Dan Nardoni; Noah Bell; Cheryl Renaud; Shirley Ehrlich

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

OPENING REMARKS

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

The following individuals commented: Kim Lake; Evie Merritt; Valerie Davidson; Noor Zareen

COMMUNICATIONS: ORAL

There were no Written Communications.

COMMUNICATIONS: WRITTEN

Director Nicholson moved for the following Slate of Board Officers for the calendar year of 2024 as presented:

ELECTION OF OFFICERS

President: Jacob Eapen, MD
First Vice President: Michael Wallace
Second Vice President: William Nicholson, MD
Treasurer: Jeannie Yee
Secretary: Bernard Stewart, DDS

Director Stewart seconded the motion.

Roll call was taken:

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

Board of Directors' Meeting
December 13, 2023

Motion Approved.

Director Stewart presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Consideration of Minutes of the Regular Meetings of the District Board:
November 8, 20 & 27, 2023
- B. Consideration of Reappointment to the Washington Township Hospital
Development Corporation Board of Directors for 2024
- C. Consideration of Belmont Rapid Infusers for Trauma
- D. Consideration of Fujifilm Sonosite PX Ultrasound System for Trauma

Director Nicholson moved that the Board of Directors approve the Consent Calendar, Items A through D. 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.

Kimberly Hartz, Chief Executive Officer, introduced Elwood Conaway, Trauma Program Director, who presented the Washington Hospital Healthcare System Journey to Level II Trauma Center Designation. Elwood began with the History of Trauma and introduced elements of the Trauma Chain of Survival. He also spoke about the Trauma Process including trauma care delivery, data abstraction, trauma registry, data analysis, performance improvement and best practice guidelines. It was also announced that Dr. Chet Morrison will be joining Washington Hospital as the Trauma Medical Director in January 2024.

*PRESENTATION:
TRAUMA UPDATE*

A Level II Adult Trauma Center includes or requires 15 surgical specialists on call with 24/7 availability of operating rooms, access to blood bank and radiology and ongoing clinical education. Community Outreach includes “Stop the Bleed Campaign”, Heimlich education and Fall Prevention at Skilled Nursing Facilities to a current population of 415,000 within the area that Washington Hospital serves. The next step includes submitting a Pre-Review Questionnaire (PRQ) to Alameda County with an on-site visit from an Alameda County Consultant in 2024. We anticipate opening the Provisional Level II Trauma Center in July 2024.

Kimberly Hartz, Chief Executive Officer, introduced Ed Fayen, Executive Vice President and Chief Construction Officer, who presented the Construction Update on the Patient Bridge. Photographs include the installation of the waterproofing

*PRESENTATION:
CONSTRUCTION
UPDATE*

Board of Directors' Meeting
December 13, 2023

membrane on the roof and the sides of the bridge. Additional photographs displayed the installed window frames and the interior walls that are ready for drywall installation. The exterior walls are shored up to the west end of the bridge and duct work has been installed extending above the roof. The plumbing and framing for under the bridge are in place and the waterproofing skins have been applied. The bridge exterior is near completion and looks as though it was part of the original design/build.

Ed Fayen, Executive Vice President and Chief Construction Officer, presented the updated Washington Hospital Campus Master Plan, which includes the Infill and Bridge projects, the expansion of Morris Hyman Critical Care Pavilion (MHCCP) and demo/sitework to take place. The first phase includes the Patient Bridge and is nearly complete. The Infill Project at MHCCP is to be funded by the General Obligation (GO) Bond. This includes relocating the Sterile Processing Department, Perioperative Services, Pharmacy and Imaging into the MHCCP. The Perioperative Services will include 8 surgical suites and 12 recovery rooms. Step 2 is the Hospital Expansion Building, which will be next to the current MHCCP. The revision in the original design of the new expansion building is going to be 4 floors instead of 6. The third and final step is the demolition of the south side of the existing 1958 building.

*PRESENTATION:
FACILITY MASTER
PLAN*

Director Nicholson moved for adoption of Resolution No. 1259, which the Board of Directors of the Washington Township Health Care District authorizes and directs the Chief Executive Officer to proceed with the review of the Updated Master Plan pursuant to the California Environmental Quality Act. Director Wallace seconded the motion.

*ACTION ITEM:
ADOPTION OF
RESOLUTION NO.
1259 REVIEW OF THE
UPDATED MASTER
PLAN PURSUANT TO
CALIFORNIA
ENVIRONMENTAL
QUALITY ACT*

Roll call was taken:

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

Motion Approved.

Dr. Mark Saleh, Chief of Staff, reported that there are now 619 Medical Staff members, including 342 active members. Dr. Saleh announced that the Medical Staff held their Holiday Luncheon last week and it was well received. Dr. Saleh noted that Dr. Carmencita Agcaoili is retiring on Monday, January 8, 2024. Lastly, Dr. Saleh stated that he performed the 16th Aquablation procedure this week. This process is becoming more efficient and reported that all have had positive outcomes.

*MEDICAL STAFF
REPORT*

Sheela Vijay, the Service League President, reported for November that there were 172 members of the Service League who contributed 1,841 hours to the Hospital. The Masquerade sale took place on November 27, 28 and 29, 2023. The commission generated by the sale for the Service League was \$10,500. This is an

*SERVICE LEAGUE
REPORT*

Board of Directors' Meeting
December 13, 2023

increase of almost \$5,000 from last year's sale. The kick-off event held at the Gift Shop generated \$1,800 in merchandise sales and raffle tickets.

This month, Sheela highlighted the No One Dies Alone Program (NODA). This program originated in Oregon in 2001. It ensures that terminally ill patients don't face death alone. The NODA Program was initiated five months ago at Washington Hospital and is managed by Spiritual Care and staffed by Service League Volunteers. This provides crucial support to nurses and offers solace to individuals in their final stages of life. To become a NODA volunteer, individuals go through an interview process, followed by comprehensive training sessions that equip them for their responsibilities. Before officially commencing vigils, volunteers undergo shadowing experiences, providing insights into the dynamics of end-of-life care. Our NODA program currently has 10 volunteers who stand as a testament to the values, compassion, empathy and community that define our mission.

Kimberly Hartz, Chief Executive Officer, introduced Jeff Van Dorn, Director of Marketing and Patient Experience, who presented the Improvements in Patient Experience in Washington Township Medical Foundation. The Key Lean Principles are to Understand our patients' perspective with data driven improvements and engage staff and providers with transparency and accountability.

*LEAN REPORT:
IMPROVING PATIENT
EXPERIENCE IN
WASHINGTON
TOWNSHIP MEDICAL
FOUNDATION*

Each unit has a goal that is linked to organizational requirements, by utilizing visual management tools such as the Process Owner Board and the Frontline Board. The management and staff can work together to define priorities and show progress towards a goal, while engaging the staff in problem solving and more efficient operations within the unit.

The Patient Experience in Women's Health had a unit goal of increasing the Press Ganey Score from 85.96 in FY 2023 to 88.57 in FY 2024. The challenges were issues with access, staff turnover and schedule changes with the provider. Some of the initiatives were to use scheduling templates to improve patient flow and sending thank you cards to new patients, as well as collaborating with Maternal/Child Health to improve transition from clinic to hospital, along with Care Communication Training. There is improvement in patient wait times for the period of May 2023 to October 2023. Some key takeaways are consistent communication, visual displays and accountability, including engagement with the front line staff and physicians to develop sustainable solutions.

Kimberly Hartz, Chief Executive Officer, introduced Dr. Carmencita Agcaoili, Medical Director of the Critical Care Unit and Intensivist Program, who presented the Annual ICU Board Report. Dr. Agcaoili began with the history of the Intensivist Program at Washington Hospital, which was established in 2008 with capacity of 20 beds in the ICU. There is now a capacity of 48 beds in ICU; 30 beds for Critical Care and 18 for IMC in the Morris Hyman Critical Care Pavilion, established in 2018. The Intensivist-Led Model includes 2 intensivists per 12 hour shift. There are 8 full time and 14 part time 100% critical care board certified intensivists on staff.

*QUALITY REPORT:
ANNUAL ICU BOARD
REPORT*

Board of Directors' Meeting
December 13, 2023

The Program's mission is to provide the highest quality, evidence-based patient-centered care with a vision of engaging patients and families in comprehensive and highly coordinated care with human touch. The Program goals are to identify and improve the condition of critically ill patients and provide appropriate, reliable and timely care. Dr. Agcaoili reviewed the volume of admissions, top diagnoses, various quality protocols and therapies. She reviewed length of stay, ventilator outcomes, sepsis, mortality and readmissions for 2023.

Tom McDonagh, Vice President & Chief Financial Officer, presented the Finance Report for October 2023. The average daily inpatient census was 145.8 with discharges of 855 resulting in 4,521 patient days. Outpatient observation equivalent days were 358. The average length of stay was 5.22 days. The case mix index was 1.530. Deliveries were 121. Surgical cases were 480. The Outpatient visits were 9,062. Emergency visits were 5,065. Cath Lab cases were 173. Joint Replacement cases were 216. Neurosurgical cases were 33. Cardiac Surgical cases were 9. Total FTEs were 1,463.2. FTEs per adjusted occupied bed were 6.09.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for November 2023. Patient gross revenue of 190.6 million for November was unfavorable to budget by \$10.3 million (5.1%), and it was lower than November 2022 by \$8.3 million (4.2%).

*HOSPITAL
OPERATIONS REPORT*

The Average Length of Stay was 5.03. The Average Daily Inpatient Census was 155.2. There were 5 discharges with lengths of stays greater than 30 days, ranging from 31-86. Still in house at the end of the month, there were 10 patients with length of stays of over 30 days and counting.

There were 4,657 patient days. There were 457 Surgical Cases and 150 Cath Lab cases at the Hospital. It was noted that there were 70 cases at the Peninsula Surgery Center in November.

Deliveries were 116. Non-Emergency Outpatient visits were 9,062. Emergency Room visits were 4,959. Total Government Sponsored Preliminary Payor Mix was 72.9%, against the budget of 71.8%. Total FTEs per Adjusted Occupied Bed were 5.97. The Washington Outpatient Surgery Center had 530 cases and the clinics had approximately 15,354 visits.

There were \$142K in charity care adjustments in November 2023.

November Employee of the Month is Madhav Bhat, Senior Application Analyst in Information Services. December Employee of the Month is Jasmine Lan, Clinical Pharmacist.

*EMPLOYEE OF THE
MONTH*

Past Health Promotions & Community Outreach Events:

- November 3: Washington Sports Medicine Athletic Trainers provided onsite First Aid to Special Olympics/Elementary School Soccer
- November 9: Community Health Needs Assessment presented at Newark City Council Meeting
- November 9: Is Continuous Glucose Monitor Right for You on Facebook Live & YouTube
- November 13: American High School Future Health Professionals Club toured Washington Radiology Oncology Center and Infusion Center
- November 16: Community Health Needs Assessment presented at Union City Family Center Collaborative Partnership
- November 17: WTMF providing health education on handwashing – Glenmoor Elementary
- November 28: Living with Serious Illness: Understanding Palliative Care – Facebook Live & YouTube
- November 30: Understanding Leg Pain – Acacia Creek Senior Living Community
- November 30: Virtual Panel on Pursuing Medical Careers – PTSA Irvington High School
- December 1: WHHS hosted Health Education Booth at Newark Tree Lighting
- December 2: Tattoo Removal Clinic – Washington West
- December 5: Pregnancy After Age 35 – Facebook Live & YouTube
- December 6: Tree Lighting Celebration – Anderson Auditorium

Upcoming Health Promotions & Community Outreach Events:

- December 18: Holiday Anxiety: How to Beat the Blues – Facebook Live & YouTube
- December 21: WHHS Hosts Health Education Booth at Kitayama Elementary School Career Fair

Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to enter into a Contract with Local 20 to negotiate wages, hours and working conditions for the Utilization Review Coordinators. Director Yee seconded the motion.

*ACTION ITEM:
APPROVAL OF IFPTE,
LOCAL 20 ENGINEERS
AND SCIENTISTS OF
CALIFORNIA AS
BARGAINING
REPRESENTATIVE
FOR THE
UTILIZATION REVIEW
COORDINATORS OF
WHHS*

Roll Call was taken:

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

Motion Approved.

Board of Directors' Meeting
December 13, 2023

There were no announcements.

ANNOUNCEMENTS

There being no further business, Director Eapen adjourned the meeting at 8:52 p.m.

ADJOURNMENT

Jacob Eapen, MD
President

Bernard Stewart, DDS
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, December 18, 2023 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

Attending Remote Via Zoom: William Nicholson, MD

In conformance with District Board Policy Number A-017, Director William Nicholson, MD provided a written request of “just cause” to attend this Board Meeting remotely by Zoom due to illness.

Also present: Kimberly Hartz; Tina Nunez; Tom McDonagh; Terri Hunter; Larry LaBossiere; Ed Fayen; Paul Kozachenko; Nicholas Kozachenko; Cheryl Renaud; 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*

There were no Consent Calendar items for consideration.

CONSENT CALENDAR

There were no Announcements.

ANNOUNCEMENTS

Director Eapen adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Section 32155, Conference involving Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning) and Conference with Labor Negotiators pursuant to Government Code Section 54957.6. 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

*ADJOURN TO CLOSED
SESSION*

Board of Directors' Meeting

December 18 , 2023

Page 2

Clerk for the Board's report beginning December 19, 2023. The minutes of this meeting will reflect any reportable actions.

Director Eapen reconvened the meeting to open session at 8:05 p.m. The District Clerk reported that during closed session, the Board approved the closed session minutes of November 20, 2023 and the Medical Staff Credentials Committee Report by unanimous vote of all directors present.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Eapen adjourned the meeting at 8:06 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 Tuesday, December 19, 2023 in the Board Room at 2000 Mowry Avenue, Fremont. Director Stewart called the meeting to order at 7:30 a.m.

CALL TO ORDER

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

ROLL CALL

Attending Remote: William Nicholson, MD

In conformance with District Board Policy Number A-017, Director William Nicholson, MD provided a written request of “just cause” to attend this Board Meeting remotely due to illness.

Absent: Michael Wallace

Also present: Kimberly Hartz; John Romano, MD; Mark Saleh, MD; Ranjana Sharma, MD; Larry LaBossiere; Terri Hunter; LaDonna Creech; Brian Smith, MD; Mary Bowron

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS
WRITTEN*

Director Yee moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and related documents and proceed with the purchase of the Stryker Lights and Booms and associated Stryker Equipment for the Morris Hyman Critical Care Pavilion (MHCCP) Infill Project, as recommended by staff.

*ACTION ITEM:
APPROVAL OF
STRYKER LIGHTS AND
BOOMS*

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.

Director Eapen adjourned the meeting to closed session at 7:40 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 8:20 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 8:20 a.m.

ADJOURNMENT

Jacob Eapen, MD
President

Bernard Stewart, DDS
Secretary



Memorandum

DATE: January 5, 2024

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Consideration of Mayfield Neurosurgical Head Holder (Skull Clamp)
Replacement Parts

Our existing Mayfield skull clamp system utilizes components that have surpassed their life expectancy of 7 years (10+ years). Neurosurgical head holders (skull clamps) are utilized to secure a patient's head position during surgical procedures.

From January 2009 to January 2016, the Food and Drug Administration (FDA) received over 1,000 medical device reports (MDR's) that were associated with slippage / movement of a skull clamp before or during a surgical procedure, resulting in over 700 injuries. The FDA safety and alert notice for neurosurgical head holders suggests that health care facilities follow the manufacturers' replacement schedule based on life expectancy. These are important pieces of equipment for neurosurgery procedures, and therefore, we are recommending replacement.

The total cost of the equipment with tax and shipping is \$54,067.38 compared to a budget of \$54,151.00.

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 Mayfield Neurosurgical Head Holder (Skull Clamp) replacement parts for the Neurosurgery Program. The total cost of the replacement parts, including tax and shipping, is not to exceed \$54,067.38. This was included in the FY 2024 capital budget.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

November 2023



WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
November 2023

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



Memorandum

DATE: December 31, 2023
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – November 2023
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	November <u>Actual</u>	November <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	155.2	167.8	155.3
Combined Average Daily Census	166.9	176.9	165.7
No. of Discharges	864	965	877
Patient Days	4,657	5,035	4,723
Discharge ALOS	5.03	5.22	5.37
<u>OUTPATIENT:</u>			
OP Visits	8,724	8,285	8,568
ER Visits	4,959	4,953	4,921
Observation Equivalent Days – OP	352	274	315

Comparison of November Actual acute inpatient statistics versus the Budget showed a lower level of discharges, 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 above Budget for the month. Observation equivalent days were also higher than Budget.

2. Staffing – Schedule Board 3

Total paid FTEs were below Budget. Total productive FTEs for November were 1,377.6, 91.6 below the budgeted level of 1,469.2. Nonproductive FTEs were 44.7 above Budget. Total FTEs per adjusted occupied bed were 5.98, 0.27 below the budgeted level of 6.25.

3. Income - Schedule Board 1

For the month of November, the Hospital realized Net Operating Loss of (\$2,253,000) from Operations, a (5.10%) Margin.

Total Gross Patient Revenue of \$190,641,000 for November was \$10,289,000 below Budget.

Deductions from Revenue of \$147,631,000 were 77.44% of Total Gross Patient Revenue, above the budgeted amount of 75.93%.

Total Operating Revenue of \$44,145,000 was \$5,648,000 below the Budget by 11.3%.

Total Operating Expense of \$46,398,000 was lower than the Budget by \$1,613,000, or 3.4%.

The Total Non-Operating Gain of \$3,149,000 for the month includes an unrealized gain on investments of \$2,044,000.

The Net Income for November was \$896,000, a 2% Net Income margin, which was \$839,000 below the Budgeted Net Income of \$1,735,000, or a 3.5% Net Income Margin.

The Total Net Loss for November 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 (\$1,478,000) a (3.35% Negative Margin) compared to Budgeted Income of \$1,527,000 for an unfavorable variance of (\$3,005,000).

4. Balance Sheet – Schedule Board 2

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

KIMBERLY HARTZ
Chief Executive Officer

KH/TM



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

November					FISCAL YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
\$ 108,306	\$ 125,422	\$ (17,116)	-13.6%	1	\$ 537,711	\$ 610,935	\$ (73,224)	-12.0%	
82,335	75,508	6,827	9.0%	2	429,254	388,331	40,923	10.5%	
190,641	200,930	(10,289)	-5.1%	3	966,965	999,266	(32,301)	-3.2%	
(143,977)	(148,915)	4,938	3.3%	4	(724,371)	(746,956)	22,585	3.0%	
(3,654)	(3,659)	5	0.1%	5	(19,635)	(18,013)	(1,622)	-9.0%	
(147,631)	(152,574)	4,943	3.2%	6	(744,006)	(764,969)	20,963	2.7%	
77.44%	75.93%			7	76.94%	76.55%			
43,010	48,356	(5,346)	-11.1%	8	222,959	234,297	(11,338)	-4.8%	
1,135	1,437	(302)	-21.0%	9	4,881	7,202	(2,321)	-32.2%	
44,145	49,793	(5,648)	-11.3%	10	227,840	241,499	(13,659)	-5.7%	
21,461	22,650	1,189	5.2%	11	111,694	112,283	589	0.5%	
8,073	7,668	(405)	-5.3%	12	40,371	38,985	(1,386)	-3.6%	
6,039	6,287	248	3.9%	13	30,462	31,295	833	2.7%	
5,718	6,361	643	10.1%	14	30,363	31,120	757	2.4%	
1,942	1,994	52	2.6%	15	9,497	10,218	721	7.1%	
3,165	3,051	(114)	-3.7%	16	16,055	15,697	(358)	-2.3%	
46,398	48,011	1,613	3.4%	17	238,442	239,598	1,156	0.5%	
(2,253)	1,782	(4,035)	-226.4%	18	(10,602)	1,901	(12,503)	-657.7%	
-5.10%	3.58%			19	-4.65%	0.79%			
532	275	257	93.5%	20	2,805	1,408	1,397	99.2%	
(23)	-	(23)	0.0%	21	(1,022)	-	(1,022)	0.0%	
(1,717)	(1,710)	(7)	-0.4%	22	(8,846)	(8,469)	(377)	-4.5%	
(108)	15	(123)	-820.0%	23	96	47	49	104.3%	
-	-	-	0.0%	24	59	-	59	0.0%	
-	-	-	0.0%	25	(2,052)	(600)	(1,452)	-242.0%	
-	-	-	0.0%	26	1,000	-	1,000	0.0%	
1,373	1,373	-	0.0%	27	7,015	7,015	-	0.0%	
1,048	-	1,048		28	2,249	-	2,249	0.0%	
-	-	-		29	204	-	204	0.0%	
2,044	-	2,044	0.0%	30	1,995	-	1,995	0.0%	
3,149	(47)	3,196	6800.0%	31	3,503	(599)	4,102	684.8%	
\$ 896	\$ 1,735	\$ (839)	-48.4%	32	\$ (7,099)	\$ 1,302	\$ (8,401)	-645.2%	
2.03%	3.48%			33	-3.12%	0.54%			
\$ (1,478)	\$ 1,527	\$ (3,005)	-196.8%	34	\$ (10,347)	\$ 94	\$ (10,441)	-11107.4%	
-3.35%	3.07%								

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



**WASHINGTON HOSPITAL
BALANCE SHEET**

November 2023
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			LIABILITIES, NET POSITION AND DEFERRED INFLOWS				
	November 2023	Unaudited June 2023		November 2023	Unaudited June 2023		
CURRENT ASSETS			CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS	\$ 12,597	\$ 13,792	1	CURRENT MATURITIES OF L/T OBLIG	\$ 9,425	\$ 10,460
2	ACCOUNTS REC NET OF ALLOWANCES	68,206	66,610	2	ACCOUNTS PAYABLE	31,250	29,359
3	OTHER CURRENT ASSETS	26,383	21,749	3	OTHER ACCRUED LIABILITIES	47,928	57,874
4	TOTAL CURRENT ASSETS	107,186	102,151	4	INTEREST	10,177	10,476
				5	TOTAL CURRENT LIABILITIES	98,780	108,169
ASSETS LIMITED AS TO USE			LONG-TERM DEBT OBLIGATIONS				
5	BOARD DESIGNATED FOR CAPITAL AND OTHER	176,555	178,095	6	REVENUE BONDS AND OTHER	225,579	193,400
6	BOARD DESIGNATED FOR PENSION	0	0	7	GENERAL OBLIGATION BONDS	468,665	342,150
7	GENERAL OBLIGATION BOND FUNDS	133,789	19,399				
8	REVENUE BOND FUNDS	47,112	6,726				
9	BOND DEBT SERVICE FUNDS	16,346	34,708				
10	OTHER ASSETS LIMITED AS TO USE	9,913	9,792				
11	TOTAL ASSETS LIMITED AS TO USE	383,715	248,720	OTHER LIABILITIES			
12	OTHER ASSETS	330,139	319,098	8	SUPPLEMENTAL MEDICAL RETIREMENT	43,650	42,548
13	PREPAID PENSION	0	0	9	WORKERS' COMP AND OTHER	9,633	9,732
14	OTHER INVESTMENTS	21,898	19,601	10	NET PENSION	74,525	69,065
15	NET PROPERTY, PLANT & EQUIPMENT	575,057	576,944	11	ROU ASSET LONG-TERM	3,305	1,903
16	TOTAL ASSETS	\$ 1,417,995	\$ 1,266,514	12	NET POSITION	529,127	536,225
17	DEFERRED OUTFLOWS	59,336	70,928	13	TOTAL LIABILITIES AND NET POSITION	\$ 1,453,264	\$ 1,303,192
18	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,477,331	\$ 1,337,442	14	DEFERRED INFLOWS	24,067	34,250
				15	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,477,331	\$ 1,337,442



**WASHINGTON HOSPITAL
OPERATING INDICATORS
November 2023**

12 MONTH AVERAGE	November					FISCAL YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
155.3	155.2	167.8	(12.6)	-8%	1	ADULT & PEDS AVERAGE DAILY CENSUS	148.9	158.3	(9.4)	-6%
10.4	11.7	9.1	2.6	29%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	12.2	8.8	3.4	39%
165.7	166.9	176.9	(10.0)	-6%	3	COMBINED AVERAGE DAILY CENSUS	161.1	167.1	(6.0)	-4%
8.1	7.2	10.1	(2.9)	-29%	4	NURSERY AVERAGE DAILY CENSUS	8.1	8.9	(0.8)	-9%
173.8	174.1	187.0	(12.9)	-7%	5	TOTAL	169.2	176.0	(6.8)	-4%
3.5	3.7	4.0	(0.3)	-8%	6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	3.1	3.5	(0.4)	-11%
4,723	4,657	5,035	(378)	-8%	7	ADULT & PEDS PATIENT DAYS	22,789	24,226	(1,437)	-6%
315	352	274	78	28%	8	OBSERVATION EQUIVALENT DAYS - OP	1,861	1,354	507	37%
877	864	965	(101)	-10%	9	DISCHARGES-ADULTS & PEDS	4,261	4,627	(366)	-8%
5.37	5.03	5.22	(0.19)	-4%	10	AVERAGE LENGTH OF STAY-ADULTS & PEDS	5.26	5.24	0.02	0%
OTHER KEY UTILIZATION STATISTICS										
1.545	1.481	1.466	0.015	1%	11	OVERALL CASE MIX INDEX (CMI)	1.564	1.541	0.023	1%
SURGICAL CASES										
201	187	198	(11)	-6%	12	ORTHOPEDIC CASES	973	964	9	1%
26	25	30	(5)	-17%	13	NEUROSURGICAL CASES	134	142	(8)	-6%
10	7	13	(6)	-46%	14	CARDIAC SURGICAL CASES	49	70	(21)	-30%
37	31	36	(5)	-14%	15	VASCULAR CASES	163	177	(14)	-8%
99	98	104	(6)	-6%	16	ENDOSCOPY CASES	525	492	33	7%
89	109	95	14	15%	17	OTHER SURGICAL CASES	466	463	3	1%
460	457	476	(19)	-4%	18	TOTAL CASES	2,310	2,308	2	0%
162	150	188	(38)	-20%	19	TOTAL CATH LAB CASES	830	956	(126)	-13%
123	116	146	(30)	-21%	20	DELIVERIES	621	663	(42)	-6%
8,568	8,724	8,285	439	5%	21	OUTPATIENT VISITS	42,777	42,544	233	1%
4,921	4,959	4,953	6	0%	22	EMERGENCY VISITS	24,746	25,394	(648)	-3%
LABOR INDICATORS										
1,432.8	1,377.6	1,469.2	91.6	6%	23	PRODUCTIVE FTE'S	1,420.2	1,441.7	21.5	1%
205.6	254.7	210.0	(44.7)	-21%	24	NON PRODUCTIVE FTE'S	217.6	191.9	(25.7)	-13%
1,638.4	1,632.3	1,679.2	46.9	3%	25	TOTAL FTE'S	1,637.8	1,633.6	(4.2)	0%
5.28	5.04	5.47	0.43	8%	26	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.30	5.57	0.27	5%
6.04	5.98	6.25	0.27	4%	27	TOTAL FTE/ADJ. OCCUPIED BED	6.12	6.31	0.19	3%