



# 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 F. Nicholson, M.D.

Bernard Stewart, D.D.S.

Michael J. Wallace

## BOARD OF DIRECTORS' MEETING

Wednesday, June 14, 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>Evolution of Cancer Treatment  | David Lee, MD<br>Co-Medical Director,<br>UCSF/Washington Cancer Center  |
| <b>IV. CONSIDERATION OF MINUTES</b><br>May 10, 15, 22, 24, and 25, 2017  | <i>Motion Required</i>  |
| <b>V. COMMUNICATIONS</b><br>A. Oral<br>B. Written<br>From Timothy Tsoi, MD Chief of Staff-Elect, dated May 22, 2017 requesting approval of Medical Staff Credentialing Action Items. | <i>Motion Required</i>  |
| <b>VI. INFORMATION</b><br>A. Service League Report<br>B. Medical Staff Report<br>C. Hospital Calendar  | <b>PRESENTED BY:</b><br>Debbie Jackson<br>Service League<br>Timothy Tsoi, MD<br>Chief of Staff – Elect<br>Nancy Farber<br>Chief Executive Officer |

- |    |   |  |
|----|---|--|
| D. | Lean/Kaizen Report:<br>Improving Patient Flow Using LEAN<br>Methodology | Michael Platzbecker<br>Manager, Observation & Emergency<br>Department            |
| E. | Construction Report   | Ed Fayen<br>Senior Associate Administrator                                       |
| F. | Quality Report:<br>Quality Dashboard Quarter Ending<br>March 2017       | Mary Bowron, DNP, RN, CIC<br>Senior Director of Quality & Resource<br>Management |
| G. | Finance Report  | Chris Henry<br>Senior Associate Administrator and<br>Chief Financial Officer     |
| H. | Hospital Operations Report  | Nancy Farber<br>Chief Executive Officer  |

**VII. ACTION**

*Motions Required*

- A. Consideration of Resolution #1180,  
Memorandum of Understanding between  
Washington Hospital and the United  
Healthcare Workers West, Service  
Employees International, Local 250,  
SEIU/UHW
- B. Consideration of Resolution #1181,  
Continuing Expenditure Authority
- C. Copier Replacement
- D. Chairs for Café and Doctors' Lounge
- E. Philips Vital Signs Monitors
- F. Additional Stryker Air Mattress Pumps
- G. Community Needs Assessment 2017  
Implementation Plan

**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, May 10, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:02 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; Kranthi Achanta, 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, Angus Cochran, Samantha Avila, Raju Thiara, Michael Engle, and Jack Balch

Nancy Farber, Chief Executive Officer, introduced Tina Nunez to present the education session: Community Needs Assessment. It was noted that this 2016 assessment is the second conducted since the Affordable Care Act was enacted in 2010.

*EDUCATION SESSION:  
Community Needs  
Assessment*

Ms. Nunez reviewed the process and methodology of working in collaboration with eleven local hospitals in Alameda and Contra Costa County to gather quantitative and qualitative data. The primary service area is comprised of Fremont, Newark, Union City, Unincorporated Sunol, and one Hayward zip code. Demographics for the service area were reviewed.

Specific health needs for the primary service area were reviewed and discussed including Asthma, Behavioral Health, Cancer, Cardiovascular Disease/Stroke, Maternal and Child Health, Obesity, Diabetes, Healthy Living & Active Living (HEAL), and Violence and Injury Prevention.

Asthma: The community expressed concern about childhood asthma and noted that depending on the time of year, there can be a high number of pediatric respiratory issues. WHHS offers various services for asthma treatment including Pulmonary Rehabilitation, Better Breathing for Life Club, Community Health Fairs, and free Community Seminars.

Behavioral Health: The community felt there are a lack of mental health providers and information as to where one can get services. Community members said they experienced poor discharge procedures and lack of follow-up after mental health emergencies and a lot of mental health providers do not accept their insurance. WHHS has developed a matrix outlining local mental health resources. Crisis counselors are stationed in the Emergency Department.

Cancer: Community comments were mainly focused on transportation issues (difficulty getting to and from treatment). WHHS programs and services include UCSF-Washington Cancer Center, Sandy Amos RN Infusion Center, Lymphedema Services and Education, Gamma Knife Program, SAVI SCOUT Breast Localization, State of the Arm Diagnostic Services, and various Screenings.

Cardiovascular Disease/Stroke: Residents said that, in specific geographic areas, there are few/no supermarkets or farmers' markets offering healthy food and there is a lack of access to open spaces for exercise. There is an increase in the number of Afghani and Indian residents with cardiac problems with a multitude of diagnoses (obesity, hypertension, asthma – all co-occurring). WHHS cardiac services include State of the Art Catheterization Labs, Cardiac Rehabilitation Program, Mended Hearts Support Group, and free Community Seminars. WHHS Stroke services include TJC Certified Stroke Center, Stroke Support Group, Primary Stroke Receiving Center, Screening Events, and Act FAST Campaign.

Maternal and Child Health: Residents reported they felt sexual health education and general healthy decision-making for teens was lacking. WHHS Maternal Child Health programs and services include Bringing Up Baby, Preparing for Childbirth Classes, Breastfeeding Support, Baby 'n' Me Support Group, local School Health Fairs, Hand Hygiene Program and various public service announcements.

Diabetes: Community members complained of a lack of access to health foods and felt it was expensive to eat healthy. They also said health providers do not give culturally specific nutrition recommendations. WHHS services include American Diabetes Association Certified Outpatient Diabetes individual and group classes, Sweet Success, Diabetes Support Group, free Community Glucose Screenings and Health Fairs and various public service announcements.

Violence & Injury Prevention: Residents worried about being attacked when they walk along the streets and felt there is a lack of empathy from healthcare and law enforcement towards victims. They also expressed concerns regarding domestic violence. WHHS services include Pedestrian safety, Car Seat safety, Bicycle safety, Concussion safety, and various public service announcements.

A three-year implementation plan will be developed to address the identified health needs which will come to the Board of Directors for approval.

Nancy Farber, Chief Executive Officer, introduced Sam Avila, MSN RN to present an education session: New Graduate Training Program Update. Ms. Avila began her career at WHHS as a newly graduated RN and has had oversight for the RN New Grad program for approximately fifteen years.

*EDUCATION SESSION:  
New Graduate Training  
Program Update*

Ms. Avila reviewed the American Nurses Association Components of Health Nursing: Physical Activity, Nutrition, Rest, Quality of Life, and Safety and reviewed the role of nurses as health advocates. She also reviewed the WHHS initiatives to improve health & wellness in Nursing.

The New Graduate Nurse Training Program was established over twenty years ago to promote the successful transition to clinical practice for new graduates, to assist new graduates in managing their professional role, and to address the increasing need for nursing staff. 75% of the New Graduate Nurses have chosen to stay at WHHS over the past ten years; 96% have a bachelor's degree or higher.

Director Stewart moved for approval of the minutes of April 12, 17, 24, 25, and 26, 2017.

*APPROVAL OF  
MINUTES OF April 12,  
17, 24, 25, and 26, 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 Kranthi Achanta, MD., Chief of Staff, dated April 26, 2017 requesting approval of Medical Staff Credentialing Action Items as follows:

*COMMUNICATIONS:  
WRITTEN*

Appointments:

Bryant, George PA-C; Sahai, Angali MD; Wong, Jonathan MD; Zubair, Iram MD

Temporary Privileges:

Bryant, George PA-C

Emergency Temporary Privileges for Specific Patient Care:

Bryant, George PA-C

Reappointments:

Ahn, Jeanie MD; Baig, Khalid MD; Barrie, Stacey MD; Bezdikian, Vatche MD; Calhoun, Siobhan MD; Gersten, Kevin MD; Hirai, Thomas MD; Kale, Ashay MD; Khatibi, Nina PA-C; Nguyen, Megan PA-C; Sandhu, Ajit MD; Sharif, Yasar MD; Valencia, Benito MD; Wilkins, Christopher PA-C

Transfer in Staff

Hirai, Thomas MD; Kale, Ashay MD; Khatibi, Nina PA-C; Wilkins, Christopher PA-C

Completion of Proctoring & Advancement in Staff Category

Wilkins, Christopher PA-C

Delete Privilege Requests

Barrie, Stacey MD; Gersten, Kevin MD; Khatibi, Nina PA-C; Nguyen, Megan PA-C; Wilkins, Christopher PA-C

Withdrawal of Application

Ahdoot, Haled MD; Patel, Ashish MD

Resignations

Bhandia, Anita MD; Crowder (Torok), Elizabeth PA-C; Henderson, Gavin MD;

Kane, Amy MD; Le, Benjamin PA-C; Moorehead, Alline CCP; Saunders, Andrew MD

Director Danielson moved for approval of the credentialing action items presented by Dr. Achanta.

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.

Debbie Jackson, Service League, presented the Service League Report. The Service League hosted the Masquerade Jewelry Sale May 1<sup>st</sup>-3<sup>rd</sup> at Washington West. Ms. Jackson will report on the proceeds at the next Board meeting. The Gift Shop continues to receive new merchandise for Summer and items are being put out as they arrive. The Volunteers Service Luncheon is scheduled for May 16<sup>th</sup>. The total volunteer staffing hours for the month of April 2017: 2,732.

*SERVICE LEAGUE  
REPORT*

Dr. Kranthi Achanta reported there are 594 Medical Staff members which includes 347 active members.

*MEDICAL STAFF  
REPORT*

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

*HOSPITAL CALENDAR:  
Community Outreach*

**Past Health Promotions & Outreach Events**

On Thursday, April 13<sup>th</sup>, Sharmi Mukherjee, physical therapist, presented “Dizziness, Vertigo and Falls Prevention.” 55 people attended

On Saturday, April 22<sup>nd</sup>, Washington Hospital’s Green Team, the City of Fremont, and other local Tri-City organizations organized the “Let’s Go Green Together!” event. An estimated 1,000 people attended.

On Wednesday, April 26<sup>th</sup>, Dr. Stacey Barrie, gynecologist, presented “Solutions for Weight Management.” 49 people attended.

On Friday, April 28<sup>th</sup>, Kitayama Elementary School in Union City hosted its annual health fair for students, teachers, and parents. Over 250 people attended the event.

On Saturday April 29<sup>th</sup>, Washington Hospital hosted the 11<sup>th</sup> Annual Women’s Health Conference. This event featured an update on the Washington Women’s Center provided by Dr. William Dugoni, surgeon, in addition to talks on preventing cardiovascular disease in women, nutrition for heart health, and the benefits of meditation. There was also a special presentation by Leslie D. Michelson, author of The Patient’s Playbook, who shared lifesaving strategies and decision-making tools that patients and family members can use to become savvy health care consumers. Dr. Victoria Leiphart, gynecologist, provided the closing remarks. 83 people

attended.

Also on Saturday, April 29<sup>th</sup>, Dr. Victoria Leiphart, gynecologist, presented "Brain Health" and "Decoding Vitamins and Supplements" at Ohlone College's 7<sup>th</sup> celebration of the World Tai Chi Qigong Day. More than 125 people attended.

On Thursday, May 4<sup>th</sup>, Dr. Vandana Sharma, oncologist, presented "Early Detection and Prevention of Female Cancers." 17 people attended.

Also on Thursday, May 4<sup>th</sup>, Washington Sports Medicine provided athletic trainers and hosted a first aid booth at the Special Olympics basketball tournament at James Logan High School in Union City. More than 450 students participated.

Last, on Thursday, May 4<sup>th</sup>, as part of the Diabetes Matters Series, Ploomie Granada RN presented, "Insulin: Why I may Need It?" 14 people attended.

On Tuesday, May 9<sup>th</sup>, Washington Hospital hosted a free community forum with experts from a Washington D.C. firm, Holland & Knight, to discuss current major changes to the Affordable Care Act considered by the United States Congress. 68 people attended.

#### **Upcoming Health Promotions & Community Outreach Events**

On Thursday, May 11<sup>th</sup> from 7 to 8:30 pm, Washington Hospital will host "Celebration of Life". This event will feature stories of survival and hope for cancer survivors and their families. The event is co-sponsored by Washington Hospital, HERS Breast Cancer Foundation, Palo Alto Medical Foundation, and the American Cancer Society.

On Friday, May 12<sup>th</sup> from 9 am to 1 pm, Washington Hospital will participate in the 4 Seasons of Health Expo organized by the Tri-City Elder Coalition. Washington Hospital staff will provide osteoporosis screenings and Washington Township Medical Foundation will provide heart health information. Washington Hospital is also a sponsor for this event.

On May 18<sup>th</sup>, from 10 am to noon, Lucy Hernandez, Community Outreach Project Manager, will provide bone density screenings for osteoporosis, at the Dominican Sisters of Mission San Jose Health Fair.

On Thursday, May 18<sup>th</sup> from 7 to 8:30 pm, as part of the Women Empowering Women series, Dr. Victoria Leiphart, gynecologist, will present "Nutrition Myths Debunked: Truth Behind Common Diet Beliefs."

On Thursday, May 25<sup>th</sup> from 5 to 8 pm, Dr. Sunil Dhawan, dermatologist, and Dr. Tam Nguyen, family medicine, will present "The Sun, the Beauty, or the Beast." The presentation will include screening individuals who have previously had skin cancer, one or more irregular moles, or a sore that will not heal.

On Thursday, June 1<sup>st</sup>, from 7 to 8 pm, as part of the Diabetes Matters Series, Mary Sun, registered dietitian, will present, "Diabetes: Is There an App for That?."



On Tuesday, June 6<sup>th</sup>, from 6 to 8 p.m., as part of the Stroke Education Series, Melissa Reyes, RN, will present, "Living with Stroke" and "Future in Diagnosis and Management."

On Thursday, June 8<sup>th</sup> from 6 to 8 pm, Vida Reed, RN, will present "Stop Diabetes Before It Starts."

### **Washington Hospital Healthcare Foundation**

The Washington Hospital Healthcare Foundation's 32<sup>nd</sup> Annual Golf Tournament took place on a beautiful spring day on April 24<sup>th</sup>, at Castlewood Country Club. Golfers joined us on the Hill and Valley courses for a great day of golf and some fun surprises on the course. Thanks to our generous sponsors and golfers, the tournament generated over \$95,000 for surgical services at Washington Hospital. The winner of the Corporate Challenge Cup this year was the team from Fremont Bank.

On April 19<sup>th</sup>, at the annual "Pathways to Success" Scholarship Luncheon hosted by the New Haven Schools Foundation, Washington Hospital presented a \$1,000 scholarship to Yu-Hsin Bethany Lin, a graduating senior from James Logan High School. Bethany volunteers at Washington Hospital as a baby cuddler and pianist. She will be attending UCLA in the fall, where she plans to major in biology with hopes of becoming a pediatrician.

### **Washington Township Healthcare District Board of Directors Report**

Washington Township Healthcare District Board Members attended the Newark Chamber of Commerce's State of the city Address, delivered by the Honorable Al Nagy, Mayor of Newark, on April 13<sup>th</sup>; the Fremont Leadership Prayer Breakfast on April 21<sup>st</sup> and Citizens For Better Community Spring Celebration also on April 29<sup>th</sup>.

### **Washington Hospital Employees Association (WHEA)**

During the month of April, WHEA conducted their annual "Sock and Undie" drive. This event is held to collect personal items for the homeless. WHEA collected over 40 packs of assorted socks, under garments and other personal items for ABODE Services and SAVE.

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

During the month of April, 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.

W.O.W. also conducted hearing and vision screenings for 38 students of the Fremont Unified School District State Preschool Program.

The total number of community members receiving health care from the Washington On Wheels Clinic during the month of April was 84.

### **Internet and Social Media Marketing**

During the month of April, the hospital's Employment section was the most viewed webpage, followed by the About WHHS section, the Programs & Services section

*HOSPITAL CALENDAR:  
Washington Hospital  
Foundation Report*

*WASHINGTON  
TOWNSHIP  
HEALTHCARE  
DISTRICT:  
Board of Directors Report*

*HOSPITAL CALENDAR:  
Washington Hospital  
Employees Association  
(WHEA)*

*HOSPITAL CALENDAR:  
Washington On Wheels  
Mobile Health Van*

*HOSPITAL  
CALENDAR:  
Internet and Social  
Media Marketing*

and the Physician Finder.

The Hospital's social media presence is measured through total reach and engagement stats. The total reach for the month of April was 91,503.

### **InHealth - Channel 78**

During the month of April, Washington Hospital's cable channel 78, InHealth, captured new programming including two Health and Wellness programs titled "Balance and Falls Prevention" and "Solutions for Weight Management" and a Diabetes Matters program called "Living with Diabetes." InHealth also captured the Women's Health Conference.

*HOSPITAL  
CALENDAR:  
InHealth*

In addition, InHealth aired one Family Caregiver program titled "Loss, Grief and Recovery", a Sports Medicine program named "Why Does My Shoulder Hurt?," a Diabetes Matters program called "Mindful Eating" and the April Board of Directors meeting.

### **Awards and Recognitions**

For the eighth consecutive year, Washington Hospital earned the Practice Greenhealth's prestigious Greenhealth Partner for Change Award and for the first time, the Greening the OR Award. Practice Greenhealth is a national organization with goals to encourage institutions in the health care community to commit to sustainable, eco-friendly practices.

*HOSPITAL  
CALENDAR:  
Awards & Recognitions*

The Greenhealth Partner for Change Award recognizes health care facilities that have implemented a significant number of environmental programs, along with continuously improving and expanding upon these programs on the path to sustainability. The Greening the OR Award recognizes organizations that drive environmental stewardship within the surgical site.

During this past year, the Hospital has implemented single-use medical device reprocessing which will help reduce landfill waste, biohazardous waste disposal costs and purchasing costs. The Hospital continued the food services composting program, and significantly reduced water consumption through changes in landscaping, upgrading technology, and replacing old, non-efficient devices.

Jenner Flores, RN, is the latest recipient of the Daisy Award. DAISY is an acronym for Diseases Attacking the Immune System. This award was started in 1999 by the family of J. Patrick Barnes who died of idiopathic thrombocytopenic purpura. His family established the award to honor Patrick and to thank nurses who with their clinical skills, compassion and extraordinary work impact the lives of patients and their families. Jenner has received multiple compliments from patients, families and his peers throughout his 8 year career here at WHHS. Jenner is attuned to his patients' physical and emotional needs, and continues to provide positive experiences every day for his patients and their family members. He emulates what the DAISY award stands for and WHHS patient first ethics.

Washington Hospital and member of the Medical Staff, including Washington

Township Medical Foundation physicians, were recipients of the Best of Fremont 2017 Awards and Honors. Readers of the Bay Area News Group newspapers cast votes online to determine recipients. The 2017 Best of Fremont winners are: **Best Hospital** Washington Hospital Healthcare System; **Cosmetic Surgeon** John Romano, MD; **Dermatologist** David Gorsulowsky, MD; **Best Doctor** David Cheng, MD; **Best Ob/Gyn** Elizabeth Kurkjian, MD; **Ophthalmologist** Steven Andersen, MD; **Orthopedic Surgeon** Alexander Sah, MD; **Pediatrician** Susan Dugoni, MD; **Podiatrist** David Laver, DPM; **Urologist** Mark Saleh, MD.

National Hospital Week took place May 7th through the 13th. During the week, Washington Hospital hosted a series of events to celebrate Hospital staff and volunteers who, day in and day out, support the health of the community through compassionate care, constant innovation and unwavering, unmatched dedication. Washington Hospital kicked-off celebrations with the annual employee and volunteer health and safety fair on May 8. The event theme, "Saddle up for Good Health" featured 20 wellness booths to educate staff and volunteers on how to best maintain health and safety for themselves as well as for patients. Other Hospital Week festivities include daily tours of the Morris Hyman Critical Care Pavilion construction site, mock-up emergency, ICU and med/surg rooms for the pavilion, appreciation meals for staff and volunteers; and a Green Team sponsored bike to work day energizer station on May 11<sup>th</sup>.

National Nurses Week runs from May 6<sup>th</sup> to the 12<sup>th</sup>. Every year, National Nurses Week focuses attention on the diverse ways America's 3.1 million registered nurses work to save lives and to improve the health of millions of individuals. This year, the American Nurses Association (ANA) has designated 2017 as "The Year of the Nurse" and this year's theme is "Nursing: The Balance of Mind, Body and Spirit". At Washington Hospital, nurses will be celebrated at a tea reception on Friday, May 12<sup>th</sup>.

### **Employee of the Month**

Phlebotomist, Ellen Strack, is May's Employee of the Month. Her knowledge, integrity, compassion, patience, dedication, and friendly nature make her an excellent team player and a perfect recipient of the award. Ellen joined WHHS in 1996 and quickly earned high esteem from her peers. She is skilled in neonatal heel sticks and has guided many new phlebotomists to confidently draw our pediatric patients. Ellen is also skilled in many areas of the lab, front office, pathology, and successfully manages our newborn genetic screening program with medical records, physicians, and nurses. Ellen has kept a very professional and friendly demeanor throughout the years and always practices good work ethics and maintains a positive work environment. Ellen loves to spend her free time in Groveland where she bought a second home. She has three children and four grandchildren ranging in ages from 9-18 who affectionately call her "Nona."

Nancy Farber Raju Thiara, Technical Manager of Medical Imaging and Michael Engle, Senior Director of Ambulatory Care Services who presented a Lean Update on the Imaging Department covering four workshops that have been conducted:

*HOSPITAL  
CALENDAR:  
Additional Events &  
Announcements*

*HOSPITAL  
CALENDAR:  
Employee of the Month –  
Ellen Strack*

*LEAN/KAIZAN  
UPDATE  
Imaging Department*

Value Stream Mapping (June 2016), 5S (October 2016), Flow and Transport (December 2016), and Nursing and Outpatient CT (January 2017). As a result of the 5S, the number of trips to the store room for out of stock supplies was significantly reduced. The problems identified during the Flow and Transport workshop were solved by creating standard work for the transporter and a new process to accommodate the volume surge for CT. An education program for imaging readiness is being developed for new RNs. Problems were identified during the Nursing and Outpatient CT and solved by revising the CT scheduling to show lab results and developing a new workflow for processing biopsy specimens by Nursing.

Nancy Farber, Chief Executive Officer, introduced Jack Balch, Chair of the Citizen's Bond Oversight Committee. Mr. Balch presented the 5<sup>th</sup> Annual Report to the Board of Directors and to the Public for oversight of the Measure FF and Measure Z bond proceeds for the period ending June 30, 2016.

*CONSTRUCTION  
REPORT  
Citizen's Bond Oversight  
Committee Annual Report  
2016*

Ed Fayen presented the construction update on the Morris Hyman Critical Care Pavilion sharing photographs of case work installed in the BioMed work shop, Emergency Room reception area, framing and in-wall plumbing & electrical for CT and X-ray rooms, drywall and ceiling framing lobby area, framing hard lid ceiling second floor, Atrium framing second floor, landscape garden area east side, looking up to the third floor from the landscape garden area east side second floor, caulking metal panels, pulling wires into electrical room, and laying the storm drain pipe.

*CONSTRUCTION  
REPORT  
Construction Update*

Mary Bowron, Senior Director of Quality and Resource Management presented the Quality Report: Critical Care – The ICU Liberation 'ABCDEF' Collaborative." WHHS was selected as one of 67 participating national facilities in the 18-month national collaborative sponsored by the Society of Critical Care Medicine which ended February 2017. The final collaborative meeting was held at Washington Hospital April 11, 2017.

*QUALITY REPORT:  
Washington Hospital  
Critical Care: The ICU  
Liberation 'ABCDEF'  
Collaborative*

The improved outcomes of this collaborative include: greater percent receiving early mobility; decrease in average ICU length of stay by half a day; decrease in median hours on mechanical ventilator by 20 hours per quarter. WHHS received "Top Team Performance" award for overall bundle compliance and performance in the collaborative. In addition, WHHS was recognized by excellence in Early Mobility for increase in critical care patients who are mobilized daily and superior performance compared to the West Coast region and nation.

Chris Henry, Chief Financial Officer, presented the Finance Report for March 2017. The average daily census was 194.6 with admissions of 1,163 resulting in 6,033 patient days. Outpatient observation equivalent days were 220. The average length of stay was 5.62 days. The case mix index was 1.569. Deliveries were 146. Surgical cases were 413. Joint Replacement cases were 151. Neurosurgical cases were 26. Cardiac Surgical cases were 11. The Outpatient visits were 7,749 and Emergency visits were 4,658. Total productive FTEs were 1,332.2. FTEs per adjusted occupied bed were 5.71.

*FINANCE REPORT*

Nancy Farber presented the Hospital Operations Report for April 2017. Preliminary

*HOSPITAL*

information indicated gross revenue for the month of April at approximately \$177,390,000. The Average Length of Stay of 5.19 and there were 5,209 patient days. There were 378 Surgical Cases and 379 Cath Lab procedures at the Hospital. Deliveries for March were 122. Non-Emergency Outpatient visits were 6,728. FTEs per Adjusted Occupied Bed were 5.46. The Washington Outpatient Surgery Center had 437 cases and the clinics saw approximately 3,857 patients.

*OPERATIONS REPORT*

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 Aesculap Containers for a total amount not to exceed \$32,566.04.

*APPROVAL OF  
AESCULAP  
CONTAINERS*

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 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 Cryostat Equipment for a total amount not to exceed \$32,072.

*APPROVAL OF  
CRYOSTAT  
EQUIPMENT*

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 Stewart moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of Stryker System 7 Drills and related accessories for a total amount not to exceed \$485,756.

*APPROVAL OF  
STRYKER ORTHO  
POWER*

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 Stewart moved that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of a Hologic Mini C-Arm for a total amount not to exceed \$66,642.50.

*APPROVAL OF  
HOLOGIC MINI C-ARM*

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 Stewart moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of four Blanketrol III Units for a total amount not to exceed \$34,542.

*APPROVAL OF  
BLANKETROL III UNITS*

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 Stewart moved that the Board of Directors authorize the Chief Executive Officer to proceed with the purchase of DirecTV/Off-Air headend and distribution equipment to upgrade the Hospital's digital television satellite system for a total amount not to exceed \$164,085.21.

*APPROVAL OF  
DIGITAL TELEVISION  
SATELLITE 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 Health & Safety Code Sections 1461, 1462 and 32106 and Government Section 54954.5(h) Director Nicholson adjourned the meeting to closed session at 8:37 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 9:04 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 9:04 pm.

*ADJOURNMENT*

---

William Nicholson, MD  
President

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Patricia Danielson, RHIT  
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, May 15, 2017 in the Board Room, 2000 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:09 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; Bryant Welch, Associate Administrator; An Nguyen Ruda, Partner JMBM; Dee Antonio, District Clerk

There were no oral communications.

*COMMUNICATIONS*

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:09 p.m., as the discussion pertained to Hospital trade secrets, Human Resource matters, and Risk Management.

*ADJOURN TO CLOSED SESSION*

Director Nicholson reconvened the meeting to open session at 7:55 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 7:55 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, May 22, 2017 in the Board 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: Kranthi Achanta, MD; Timothy Tsoi, MD; Peter Lunny, MD; Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior 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 8:58 a.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, the meeting was adjourned at 8:58 a.m.

*ADJOURNMENT*

---

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, May 24, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:03 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Also present: Nancy Farber, Chief Executive Officer; Kimberly Hartz, Senior Associate Administrator; Ed Fayen, Senior Associate Administrator; Chris Henry, Senior Associate Administrator; Bryant Welch, Associate Administrator; Tina Nunez, Associate Administrator; Don Pipkin, Chief Strategic Management; John Lee, Chief Information Officer; Graham Beck, Bond Counsel; Gordon Howie, Financial Advisor; Paul Kozachenko, Legal; Tim Fallon; Dee Antonio, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

Director Nicholson stated: *“Tonight, we have an action item regarding the issuance of refunding revenue bonds by the District. A representative from our Bond Counsel firm, Graham Beck of Nixon Peabody LLP, and our financial advisor, Gordon Howie, are present and available to answer any questions regarding this item.*

CONSIDERATION OF RESOLUTION No. 1179 APPROVING THE ISSUANCE AND SALE OF AND DETERMINING TO PROCEED WITH NEGOTIATED SALE OF CERTAIN REVENUE REFUNDING BONDS OF THE DISTRICT IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$80,000,000, APPROVING THE EXECUTION AND DELIVERY OF A SUPPLEMENTAL INDENTURE, A BOND PURCHASING AGREEMENT, AN ESCROW AGREEMENT, A CONTINUING DISCLOSURE AGREEMENT, A PRELIMINARY OFFICIAL STATEMENT AND CERTAIN OTHER ACTIONS RELATED TO THERETO

*“Item A on the Agenda, Resolution No. 1179, Resolution Approving the Issuance and Sale of Certain Revenue Refunding Bonds of the District in an Aggregate Principal Amount Not to Exceed \$80,000,000, Approving the Execution and Delivery of a Supplemental Indenture, a Bond Purchase Agreement, an Escrow Agreement, a Continuing Disclosure Agreement, a Preliminary Official Statement and Certain Other Actions Related Thereto.”*

Ms. Farber commented: *“Tonight we are seeking the Board of Directors’ permission to refinance \$71.6 million of revenue bonds that were issued in 2007. The 2007 bonds were used to refinance \$35 million of bonds that were issued in 1993 at a lower rate (from 6.02% to 5.00%), and for the construction and equipping of the Institute for Joint Replacement building, the new Central Utility Plant and the Women’s and Imaging Centers in Washington West. This is a simple refinancing of the 2007 bonds. There is no “new money” being requested nor are the original terms of the 1993 or 2007 bonds being extended. We estimate that at current rates (3.9%) the average debt service savings on the bonds will be approximately \$350,000 per year and \$5.5 million over the remaining 20-year term. These estimated savings are net of issuance costs and are dependent upon interest rates at the time the bonds are sold. We anticipate pricing the bonds on June 14.”*

Director Stewart moved for adoption of Resolution No. 1179, which is the Resolution of the Board of Directors of Washington Township Health Care District approving the issuance and sale of and determining to proceed with negotiated sale of certain revenue refunding bonds of the District in an aggregate principal amount not to exceed \$80,000,000, approving the execution and delivery of a supplemental indenture, a bond purchase agreement, an escrow agreement, a continuing disclosure

agreement, a preliminary official statement and certain other actions related thereto.

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 32106 and Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:15 p.m., as the discussion pertained to Hospital trade secrets, Human Resource matters, and Risk Management.

*ADJOURN TO CLOSED  
SESSION*

Director Nicholson reconvened the meeting to open session at 7:45 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 7:45 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 Thursday, May 25, 2017 in the Conrad E. Anderson, MD Auditorium, 2500 Mowry Avenue, Fremont, California. Director Nicholson called the meeting to order at 6:06 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; Paul Kozachenko, Legal; Dee Antonio, District Clerk

There were no oral communications.

*COMMUNICATIONS*

There were no written communications.

In accordance with Health & Safety Code Sections 32106 and Government Section 54957, Director Nicholson adjourned the meeting to closed session at 6:06 p.m., as the discussion pertained to Hospital trade secrets, Human Resource matters, and Risk Management.

*ADJOURN TO CLOSED SESSION*

Director Nicholson reconvened the meeting to open session at 7:12 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 7:12 p.m.

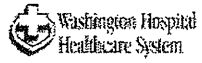
*ADJOURNMENT*

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William Nicholson, MD  
President

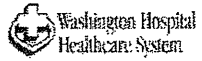
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Patricia Danielson, RHIT  
Secretary



**WASHINGTON HOSPITAL  
MONTHLY OPERATING REPORT**

**April 2017**



**WASHINGTON HOSPITAL  
INDEX TO BOARD FINANCIAL STATEMENTS  
April 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:** June 9, 2017  
**TO:** Board of Directors  
**FROM:** Nancy Farber  
**SUBJECT:** Washington Hospital – April 2017  
Operating & Financial Activity

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## SUMMARY OF OPERATIONS – (Blue Schedules)

### 1. Utilization – Schedule Board 3

<u>ACUTE INPATIENT:</u>	<u>April Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
Average Daily Census	173.6	163.2	163.7
# of Admissions	1,011	999	1,009
Patient Days	5,209	4,897	4,975
Discharge ALOS	5.19	4.90	4.82

<u>OUTPATIENT:</u>	<u>April Actual</u>	<u>Budget</u>	<u>Current 12 Month Avg.</u>
OP Visits	6,728	7,377	6,889
ER Visits	4,519	4,504	4,400
Observation Equivalent Days – OP	180	245	229

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

**2. Staffing – Schedule Board 3**

Total paid FTEs were 15.7 above budget. Total productive FTEs for April were 1,283.8, 23.8 above the budgeted level of 1,260.0. Nonproductive FTEs were 8.1 below budget. Productive FTEs per adjusted occupied bed were 5.47, 0.22 below the budgeted level of 5.69. Total FTEs per adjusted occupied bed were 6.24, 0.30 below the budgeted level of 6.54.

**3. Income - Schedule Board 1**

For the month of April the Hospital realized a gain of \$3,467,000 from operations.

Total Gross Patient Service Revenue of \$177,390,000 for April was 0.6% above budget.

Deductions from Revenue of \$136,120,000 represented 76.73% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 76.20%, primarily due to payor mix.

Total Operating Revenue of \$41,864,000 was \$688,000 (1.6%) below the budget.

Total Operating Expense of \$38,397,000 was \$2,201,000 (5.4%) below the budgeted amount.

The Total Non-Operating Gain of \$1,173,000 for the month of April includes an unrealized gain on investments of \$275,000 and property tax revenue of \$1,344,000. This property tax revenue will be used to pay the debt service for the general obligation bonds.

The Total Net Gain for April was \$4,640,000, which was \$1,005,000 more than the budgeted gain of \$3,635,000.

The Total Net Gain for April using FASB accounting principles, in which the unrealized loss/gain on investments and property tax revenues are removed from the non-operating income and expense, was \$3,021,000 compared to a budgeted gain of \$2,240,000.



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

On April 18, 2017, the District issued \$37.7 million in new money Revenue Bonds (Series 2017A). The proceeds from these bonds will be used to complete the Morris Hyman Critical Care Pavilion and for other capital needs. As a result of the bond issuance, Investments Limited as to Use (Revenue Bond Funds) and Long-Term Debt (Revenue Bonds) both increased.

There were no other noteworthy changes in assets and liabilities when compared to March 2017.

NANCY FARBER  
Chief Executive Officer

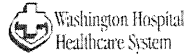
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**WASHINGTON HOSPITAL  
STATEMENT OF REVENUES AND EXPENSES  
April 2017  
GASB FORMAT  
(In thousands)**

APRIL				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				<b>1</b>	<b>OPERATING REVENUE</b>			
\$ 131,194	\$ 129,899	\$ 1,295	1.0%	<b>2</b>	INPATIENT REVENUE	\$ 1,287,115	\$ 1,286,756	\$ 359 0.0%
46,196	46,383	(187)	-0.4%	<b>3</b>	OUTPATIENT REVENUE	457,903	447,132	10,771 2.4%
<b>177,390</b>	<b>176,282</b>	<b>1,108</b>	<b>0.6%</b>	<b>4</b>	<b>TOTAL PATIENT REVENUE</b>	<b>1,745,018</b>	<b>1,733,888</b>	<b>11,130 0.6%</b>
(136,120)	(134,322)	(1,798)	-1.3%	<b>5</b>	CONTRACTUAL ALLOWANCES	(1,348,962)	(1,324,478)	(24,484) -1.8%
76.73%	76.20%			<b>6</b>	CONTRACTUAL AS % OF REVENUE	77.30%	76.39%	
<b>41,270</b>	<b>41,960</b>	<b>(690)</b>	<b>-1.6%</b>	<b>7</b>	<b>NET PATIENT REVENUE</b>	<b>396,056</b>	<b>409,410</b>	<b>(13,354) -3.3%</b>
594	592	2	0.3%	<b>8</b>	OTHER OPERATING INCOME	7,548	6,104	1,444 23.7%
<b>41,864</b>	<b>42,552</b>	<b>(688)</b>	<b>-1.6%</b>	<b>9</b>	<b>TOTAL OPERATING REVENUE</b>	<b>403,604</b>	<b>415,514</b>	<b>(11,910) -2.9%</b>
				<b>10</b>	<b>OPERATING EXPENSES</b>			
16,030	15,903	(127)	-0.8%	<b>11</b>	SALARIES & WAGES	156,384	157,720	1,336 0.8%
5,183	6,133	950	15.5%	<b>12</b>	EMPLOYEE BENEFITS	57,432	59,812	2,380 4.0%
4,510	4,601	91	2.0%	<b>13</b>	SUPPLIES	44,831	45,602	771 1.7%
4,954	5,275	321	6.1%	<b>14</b>	PURCHASED SERVICES & PROF FEES	49,871	52,659	2,788 5.3%
1,240	1,515	275	18.2%	<b>15</b>	INSURANCE, UTILITIES & OTHER	13,579	15,048	1,469 9.8%
2,903	3,519	616	17.5%	<b>16</b>	PROVISION FOR DOUBTFUL ACCOUNTS	30,899	34,609	3,710 10.7%
2,872	2,873	1	0.0%	<b>17</b>	DEPRECIATION	28,292	28,493	201 0.7%
705	779	74	9.5%	<b>18</b>	INTEREST EXPENSE	7,279	7,994	715 8.9%
<b>38,397</b>	<b>40,598</b>	<b>2,201</b>	<b>5.4%</b>	<b>19</b>	<b>TOTAL OPERATING EXPENSE</b>	<b>388,567</b>	<b>401,937</b>	<b>13,370 3.3%</b>
<b>3,467</b>	<b>1,954</b>	<b>1,513</b>	<b>77.4%</b>	<b>20</b>	<b>OPERATING INCOME (LOSS)</b>	<b>15,037</b>	<b>13,577</b>	<b>1,460 10.8%</b>
8.28%	4.59%			<b>21</b>	<b>OPERATING INCOME MARGIN %</b>	<b>3.73%</b>	<b>3.27%</b>	
				<b>22</b>	<b>NON-OPERATING INCOME &amp; (EXPENSE)</b>			
238	224	14	6.3%	<b>23</b>	INVESTMENT INCOME	2,398	2,218	180 8.1%
(2)	-	(2)	0.0%	<b>24</b>	REALIZED GAIN/(LOSS) ON INVESTMENTS	(108)	-	(108) 0.0%
219	62	157	253.2%	<b>25</b>	RENTAL INCOME, NET	1,608	624	984 157.7%
(307)	-	(307)	0.0%	<b>26</b>	AMORTIZATION OF INTANGIBLE ASSETS	(307)	-	(307) 0.0%
(594)	-	(594)	0.0%	<b>27</b>	OTHER NON-OPERATING, NET	(594)	-	(594) 0.0%
1,344	1,395	(51)	-3.7%	<b>28</b>	PROPERTY TAX REVENUE	13,460	13,809	(349) -2.5%
275	-	275	0.0%	<b>29</b>	UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(2,527)	-	(2,527) 0.0%
<b>1,173</b>	<b>1,681</b>	<b>(508)</b>	<b>-30.2%</b>	<b>30</b>	<b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>	<b>13,930</b>	<b>16,651</b>	<b>(2,721) -16.3%</b>
<b>\$ 4,640</b>	<b>\$ 3,635</b>	<b>\$ 1,005</b>	<b>27.6%</b>	<b>31</b>	<b>NET INCOME (LOSS)</b>	<b>\$ 28,967</b>	<b>\$ 30,228</b>	<b>\$ (1,261) -4.2%</b>
11.08%	8.54%			<b>32</b>	<b>NET INCOME MARGIN %</b>	<b>7.18%</b>	<b>7.27%</b>	
				<b>33</b>	<b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b>	<b>\$ 18,034</b>	<b>\$ 16,419</b>	<b>\$ 1,615 9.8%</b>
7.22%	5.26%				<b>NET INCOME MARGIN %</b>	<b>4.47%</b>	<b>3.95%</b>	

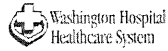
\*\*NET INCOME (FASB FORMAT) EXCLUDES PROPERTY TAX INCOME AND UNREALIZED GAIN/(LOSS) ON INVESTMENTS



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

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS		APRIL 2017	AUDITED JUNE 2016	LIABILITIES, NET POSITION AND DEFERRED INFLOWS		APRIL 2017	AUDITED JUNE 2016
<b>CURRENT ASSETS</b>				<b>CURRENT LIABILITIES</b>			
1	CASH & CASH EQUIVALENTS	\$ 47,425	\$ 38,459	1	CURRENT MATURITIES OF L/T OBLIG	\$ 7,071	\$ 5,056
2	ACCOUNTS REC NET OF ALLOWANCES	65,076	62,580	2	ACCOUNTS PAYABLE	39,235	42,079
3	OTHER CURRENT ASSETS	8,691	8,018	3	OTHER ACCRUED LIABILITIES	57,920	57,095
4	TOTAL CURRENT ASSETS	121,192	109,057	4	INTEREST	7,438	11,321
				5	TOTAL CURRENT LIABILITIES	111,664	115,551
<b>ASSETS LIMITED AS TO USE</b>				<b>LONG-TERM DEBT OBLIGATIONS</b>			
6	BOARD DESIGNATED FOR CAPITAL AND OTHER	140,849	187,431	6	REVENUE BONDS AND OTHER	236,988	204,019
7	GENERAL OBLIGATION BOND FUNDS	91,704	184,470	7	GENERAL OBLIGATION BONDS	340,779	342,546
8	REVENUE BOND FUNDS	46,936	10,441	<b>OTHER LIABILITIES</b>			
9	BOND DEBT SERVICE FUNDS	15,459	25,041	10	NET PENSION LIABILITY	42,813	52,960
10	OTHER ASSETS LIMITED AS TO USE	15,419	15,591	11	WORKERS' COMP	9,584	9,057
11	TOTAL ASSETS LIMITED AS TO USE	310,367	422,974	12	SUPPLEMENTAL MEDICAL RETIREMENT	41,397	38,791
13	OTHER ASSETS	152,831	139,895	14	NET POSITION	454,383	425,416
14	NET PROPERTY, PLANT & EQUIPMENT	644,085	505,967	15	TOTAL LIABILITIES AND NET POSITION	\$ 1,237,608	\$ 1,188,340
15	TOTAL ASSETS	\$ 1,228,475	\$ 1,177,893	16	DEFERRED INFLOWS	10,421	16,614
16	DEFERRED OUTFLOWS	19,554	27,061	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	\$ 1,248,029	\$ 1,204,954
17	TOTAL ASSETS AND DEFERRED OUTFLOWS	\$ 1,248,029	\$ 1,204,954				



**WASHINGTON HOSPITAL  
OPERATING INDICATORS**

April 2017

12 MONTH AVERAGE	APRIL						YEAR TO DATE				
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
	<b><u>PATIENTS IN HOSPITAL</u></b>										
163.7	173.6	163.2	10.4	6%	1	ADULT & PEDS AVERAGE DAILY CENSUS	167.0	160.5	6.5	4%	
7.5	6.0	8.2	(2.2)	-27%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	7.5	7.2	0.3	4%	
10.4	9.6	10.4	(0.8)	-8%	3	WELLBORN NURSERY AVERAGE DAILY CENSUS	10.3	10.8	(0.5)	-5%	
181.6	189.2	181.8	7.4	4%	4	TOTAL	184.8	178.5	6.3	4%	
4.3	4.9	3.7	1.2	32%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	4.3	3.8	0.5	13%	
4,975	5,209	4,897	312	6%	6	ADULT & PEDS PATIENT DAYS	50,777	48,783	1,994	4%	
1,009	1,011	999	12	1%	7	ADMISSIONS-ADULTS & PEDS	10,128	10,151	(23)	0%	
4.82	5.19	4.90	0.29	6%	8	AVERAGE LENGTH OF STAY-ADULTS & PEDS	4.93	4.81	0.12	2%	
	<b><u>OTHER KEY UTILIZATION STATISTICS</u></b>										
1.533	1.592	1.566	0.026	2%	9	OVERALL CASE MIX INDEX (CMI)	1.529	1.559	(0.030)	-2%	
	<b><u>SURGICAL CASES</u></b>										
137	140	146	(6)	-4%	10	JOINT REPLACEMENT CASES	1,376	1,412	(36)	-3%	
26	27	29	(2)	-7%	11	NEURO SURGICAL CASES	259	253	6	2%	
11	8	11	(3)	-27%	12	CARDIAC SURGICAL CASES	112	102	10	10%	
207	203	241	(38)	-16%	13	GENERAL SURGICAL CASES	2,032	2,298	(266)	-12%	
381	378	427	(49)	-11%	14	TOTAL SURGICAL CASES	3,779	4,065	(286)	-7%	
363	379	382	(3)	-1%	15	TOTAL CATH LAB PROCEDURES	3,672	3,916	(244)	-6%	
146	122	156	(34)	-22%	16	DELIVERIES	1,426	1,518	(92)	-6%	
6,889	6,728	7,377	(649)	-9%	17	OUTPATIENT VISITS	68,286	73,537	(5,251)	-7%	
4,400	4,519	4,504	15	0%	18	EMERGENCY VISITS	44,191	44,251	(60)	0%	
	<b><u>LABOR INDICATORS</u></b>										
1,230.4	1,283.8	1,260.0	(23.8)	-2%	19	PRODUCTIVE FTE'S	1,233.3	1,241.2	7.9	1%	
181.7	180.8	188.9	8.1	4%	20	NON PRODUCTIVE FTE'S	181.5	188.1	6.6	4%	
1,412.1	1,464.6	1,448.9	(15.7)	-1%	21	TOTAL FTE'S	1,414.8	1,429.3	14.5	1%	
5.60	5.47	5.69	0.22	4%	22	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.45	5.74	0.29	5%	
6.43	6.24	6.54	0.30	5%	23	TOTAL FTE/ADJ. OCCUPIED BED	6.25	6.61	0.36	5%	

\* included in Adult and Peds Average Daily Census

**RESOLUTION 1180**

The Board of Directors of Washington Township Health Care District, County of Alameda, State of California, do hereby resolve as follows:

Attached hereto and incorporated herein are the tentative agreements to be incorporated inside a **Memorandum of Understanding** by and between the designated representative of Washington Hospital, that being the Chief Executive Officer, and the **United Healthcare Workers West, Service Employees International Union, Local 250**, hereinafter called **SEIU/UHW**, a recognized majority representative under the terms of Board Resolution 331A.

The terms and conditions of the attached Memorandum are hereby implemented in their entirety effective on the various dates specified with the Memorandum.

Passed and adopted by the Board of Directors of Washington Township Health Care District this 14<sup>th</sup> day of **June, 2017**, by the following vote:

AYES:

NOES:

ABSENT:

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William F. Nicholson, MD  
President of the Washington Township  
Health Care District Board of Directors

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Patricia Danielson, RHIT  
Secretary of the Washington Township  
Health Care District Board of Directors

**RESOLUTION NO. 1181  
CONTINUING EXPENDITURE AUTHORITY**

**WHEREAS**, the current expenditure authority of the Chief Executive Officer of the WASHINGTON TOWNSHIP HEALTH CARE DISTRICT expires as of midnight June 30, 2017, and

**WHEREAS**, it is necessary to maintain appropriate levels of District operations and related expenditures in support of said operations, and

**WHEREAS**, the Budget Estimate and expenditure authority for Fiscal Year 2017-18 will not be adopted by the Board of Directors as of June 30, 2017.

Now therefore, **BE IT RESOLVED** that the Chief Executive Officer of the WASHINGTON TOWNSHIP HEALTH CARE DISTRICT is hereby authorized to make any and all appropriate expenditures necessary for continued operation of the WASHINGTON TOWNSHIP HEALTH CARE DISTRICT subsequent to June 30, 2017, at existing expenditure levels and subject to the ongoing review of the Board of Directors.

**AND BE IT FURTHER RESOLVED** that WASHINGTON TOWNSHIP HEALTH CARE DISTRICT shall, for the benefit of the communities served by the District, continue to financially support WASHINGTON TOWNSHIP HOSPITAL DEVELOPMENT CORPORATION in its operations to promote the charitable and community service mission of the Corporation.

**PASSED AND ADOPTED** by the Board of Directors of WASHINGTON  
TOWNSHIP HEALTH CARE DISTRICT this 19<sup>th</sup> day of June, 2017.

AYES:

NOES:

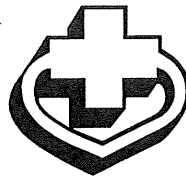
ABSENT:

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WILLIAM F. NICHOLSON, M.D.  
President of the Washington Township  
Health Care District Board of Directors

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PATRICIA DANIELSON, RHIT  
Secretary of the Washington Township  
Health Care District Board of Directors



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# Memorandum

**DATE:** May 17, 2017  
**TO:** Nancy Farber, Chief Executive Officer  
**FROM:** Edward Fayen, Sr. Associate Administrator  
**SUBJECT:** Copier Replacement

Copy machines are utilized throughout the hospital for printing, scanning and copying data on a daily basis. Each year, the Information Services department reviews service call history, page counts and technology usage for all copiers to identify which equipment needs to be replaced.

This year, we have identified four copiers in high volume areas that need to be replaced. By replacing older and more problematic copiers, we will improve the efficiency of operations and allow staff to focus foremost on patient care concerns.

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 hardware for a total amount not to exceed **\$53,347.87**.





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# Memorandum

**DATE:** May 17, 2017  
**TO:** Nancy Farber, Chief Executive Officer  
**FROM:** Edward Fayen, Sr. Associate Administrator

**SUBJECT:** Purchase Chairs for Café and Doctor's Lounge

We are requesting the purchase of 124 new chairs for use in the Main Café and the Doctors Café Lounge. The current chairs were purchased almost twenty years ago and have out lived their useful life. Many chairs have been permanently removed from both areas due to being broken beyond repair. The remaining chairs are a safety risk, as they are breaking when people sit down.

These chairs were not included in the FY 2017 capital budget. We will trade out other items in the capital budget for this budget.

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 124 chairs for a total amount not to exceed **\$36,978.62**.



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# Memorandum

**DATE:** May 17, 2017  
**TO:** Nancy Farber, Chief Executive Officer  
**FROM:** Edward Fayen, Sr. Associate Administrator  
**SUBJECT:** Philips Vital Signs Monitors

We are requesting the purchase of the first phase of the new Vital Signs Monitors. This new standard will replace the older and unsupported Welch Allyn devices, many of which were purchased around 1998.

The new standard of Philips MP5SC will tie into the EPIC EMR, when we move into the Morris Hyman Critical Care Pavilion; Philips Monitor will be the new standard of care. The decision on selecting a new device was a long and thorough process, involving a vendor fair, and multiple follow-up meetings and interviews with all involved staff.

Philips Monitoring equipment and software was budgeted in the FY 2017 Capital Budget/

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 19 Philips MPSC devices for a total amount not to exceed **\$117,360.29**.



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# Memorandum

**DATE:** May 17, 2017  
**TO:** Nancy Farber, Chief Executive Officer  
**FROM:** Edward Fayen, Sr. Associate Administrator  
**SUBJECT:** Purchase of Additional Stryker Air Mattress Pumps

We are requesting the purchase of 10 new Stryker Air Mattress pumps. These are the units used to protect patients who are in danger of developing decubitus wounds. This pump/mattress combination is much more cost effective than renting a specialty bed.

During the recent high census period, SPD had to rent additional pumps. These 10 pumps will add to our inventory and allow us to provide for patient needs without renting.

These pumps were not included in the FY 2017 capital budget. We will trade out other items in the capital budget for this purchase

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 10 Stryker Air Mattress pumps by Stryker for a total amount not to exceed **\$25,838.00**.



Washington Hospital  
Healthcare System

S I N C E 1 9 4 8

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## Memorandum

**DATE:** June 2, 2017

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

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

**SUBJECT:** **Community Needs Assessment Implementation Plan**

The proposed Internal Revenue Service regulations pursuant to the Patient Protection and Affordable Care Act of 2010 requires nonprofit hospitals to complete a community health needs assessment every three years and make it available to the public. As part of this requirement, the hospital must adopt an implementation strategy to address the health needs identified in the report.

Washington Hospital's Community Health Needs Assessment was conducted in the summer of 2016 in collaboration with the Northern California Hospital Council. The results of this assessment were presented at the May 10, 2017 Washington Township Health Care District Board of Director's meeting. We are recommending the approval of the attached implementation plan. As part of this plan, we are also recommending a post legislation gap analysis. We are currently in a time of uncertainty and the changes at the Federal level relating to access to healthcare can have implications for existing programs and can directly impact the lives of the District residents. The post legislation gap analysis will be vital to evaluate existing and new programs and services based on the outcome of that analysis.

# Washington Hospital Healthcare System

## Community Health Needs Assessment

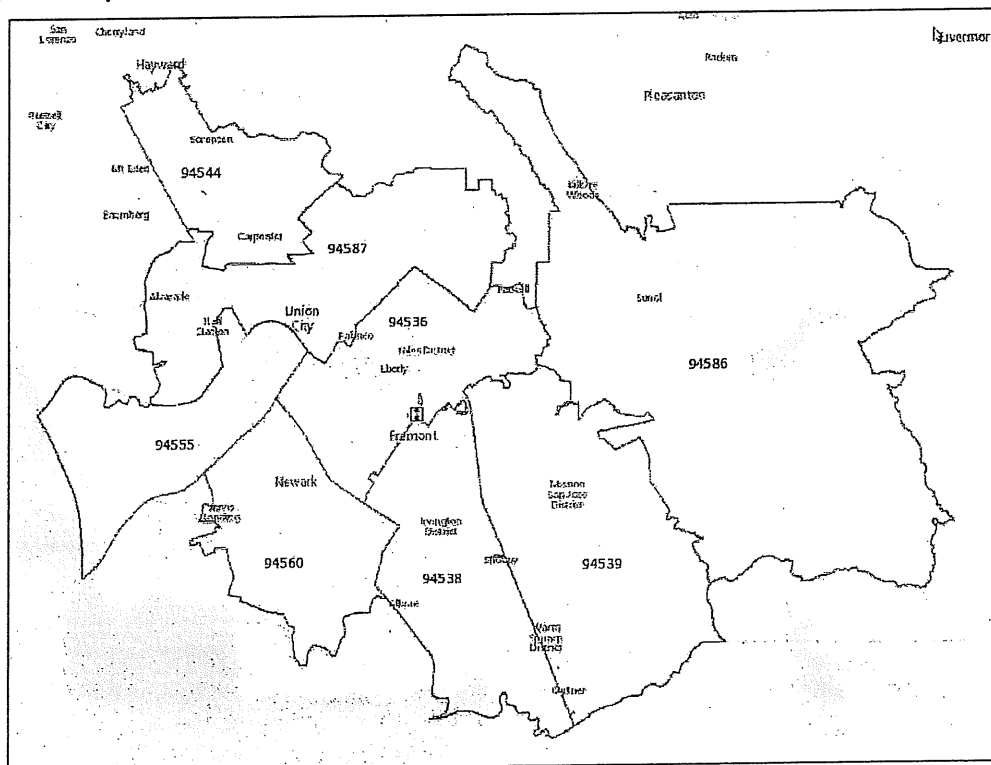
### 2017 Implementation Plan

Washington Hospital Healthcare System is a District hospital which opened in 1958. It is governed by an elected Board of Directors made up of five members. Washington Hospital Healthcare System serves the residents of Fremont, Newark, Union City, and part of south Hayward and unincorporated Sunol and encompasses approximately 124 square miles of Southern Alameda County. The District's population is approximately 429,500.

The Community Health Needs Assessment was conducted in the summer of 2016 in collaboration with the Northern California Hospital Council. The assessment included key health statistics along with input from health and social service providers and community members.

In accordance with proposed Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010, for the purposes of Washington Hospital's Community Health Needs Assessment, the service area of focus includes the Washington Township Health Care District boundaries of Fremont, Newark, Union City, Sunol and a portion of the Hayward zip codes 94544 and 94545. The District area in 94545 consists of a golf course and there are no residential homes on the land therefore for the purposes of this report, when referring to Hayward, this will include the area of 94544 solely.

### Washington Hospital Healthcare System: Service Area Map



The Community Health Needs Assessment was conducted through the collection of quantitative and qualitative data. The quantitative data was collected through various reports such as Alameda County Public Health Department, California Cancer Registry, California Department of Public Health, and the Office of Statewide Health Planning and Development (OSHPD). The qualitative data was collected through several focus group interviews and 8 confidential interviews with 11 professional experts in areas such as aging and family services, emergency services, low-income, underserved, mental health, and women's health.

### **Washington Hospital Healthcare System: Mission Statement**

As the local Health Care District, our mission is to meet the healthcare needs of the District residents through medical services, education and research.

Within this scope, Washington Township Health Care District is committed to assuming the leadership role in improving and maintaining the health status of the residents by:

- Identifying and assessing community healthcare needs.
- Developing mechanisms to respond to the identified need within the financial capabilities of the District.
- Committing to a culture of patient safety and accountability.
- Adopting identified best practices.
- Providing access to high quality, cost-effective health services through an integrated delivery system.
- Partnering with a diverse medical staff and other providers to meet the health care needs of district residents.
- Providing appropriate employee, professional and community educational resources to enhance patient care and health promotion throughout the District.

### **Washington Hospital Healthcare System: Vision**

To support the fulfillment of the mission, the District's strategic vision is to be the regional medical center of choice in Southern Alameda County offering quality services that span the full range of care within the available financial resources.

*Resolved by the Board of Directors, Washington Township Health Care District on October 12, 2016.*

### **Washington Hospital Healthcare System: Values Statement**

- Our organizational values stem directly from the origins of the Hospital District in 1948. The District was formed to provide access to patient care services for the residents of the Township, at a time when people had to leave their community and travel significant distances to find hospital care. The District serves its community by providing high quality, affordable and convenient care. We are committed not only in law, but in spirit to local accountability.

- Healthcare is an intensely personal service. Underlying all that we offer is the recognition that healthcare is not a commodity. Our essential purpose is to improve the human condition. Our reason for being begins and ends with our patients and our community, and we are committed to a "patient first" ethic. To our patients we owe comfort, compassion and whenever possible, a cure. Our efforts are focused not just on individuals and families, but also on the overall health of the community.
- It is our obligation to provide responsible stewardship of our resources, acting in all areas of our healthcare system with integrity, professionalism and with respect for a patient's right to choice.
- To our fellow employees, volunteers and members of our medical staff we owe a commitment to perform all of our responsibilities with loyalty, perseverance, self-discipline and dependability. We achieve these goals through our organizational commitment to innovation, process improvements and pursuit of excellence.

As a result of the 2016 Community Health Needs Assessment, Washington Hospital identified seven key community health needs to address based on the prevalence of the health need, the number of people affected, and the expertise and assets of Washington Hospital to address the need. The seven key health needs identified were:

- asthma
- behavioral health
- cancer
- cardiovascular disease / stroke
- maternal and child health
- obesity, diabetes, healthy living & active living (HEAL)
- violence and injury prevention

## **Asthma**

Asthma is a chronic inflammatory disorder of the airways characterized by episodes of reversible breathing problems due to airway narrowing and obstruction. These episodes can range in severity from mild to life threatening. Symptoms of asthma include wheezing, coughing, chest tightness, and shortness of breath. Risk factors for asthma currently being investigated include having a parent with asthma; sensitization to irritants and allergens; respiratory infections in childhood; and being overweight.

While Alameda County's air quality was better than the state's as a whole, Newark, Union City, and Unincorporated Sunol had higher asthma Emergency Department (ED) visit rates than the state. Fremont, Newark, and Union City also had higher proportions of adults, teens, and children diagnosed with asthma than the county and the state.

### ***Initiatives***

- Explore the opportunity to partner with UCSF for the care of patients with pediatric asthma
- Explore opportunities, such as elementary school health fairs, to provide pediatric asthma screenings.
- Explore reaching out to celebrity athletes with asthma to serve as a spokesperson.
- Explore the development of an Asthma Day Camp for asthmatic children between the ages of 7 to 12.

## **Behavioral Health**

Mental health is a state of successful performance of mental function, resulting in productive activities, fulfilling relationships with other people, and the ability to adapt to change and to cope with challenges. Mental health is essential to personal well-being, family and interpersonal relationships, and the ability to contribute to community or society. It plays a major role in people's ability to maintain good physical health. Mental illnesses, such as depression and anxiety, affect people's ability to participate in health-promoting behaviors.

The Washington Hospital Healthcare System service area paralleled the state on a number of mental health and substance use indicators, however there appears to have been high usage of the hospital emergency department in parts of the Washington Hospital service area for mental illness related issues. Furthermore, community members noted there is a lack of understanding about mental health and did not consider mental health an illness.

### ***Initiatives***

- Education regarding understanding mental illness is an illness.



- Provide community seminars, in addition to exploring the development of a mental health education series as part of the Health and Wellness programming, to reduce the stigma associated with mental illness by promoting awareness about the incidence of mental health disorders and the effectiveness of seeking help.
- Explore a collaboration with Alameda Health System to develop an outpatient mental health clinic in our district to provide much needed ongoing care for those with various mental health issues.

## **Cancer**

Cancer is a term used for diseases in which abnormal cells divide without control and can invade other tissues. Cancer cells can spread to other parts of the body through the blood and lymph systems. There are more than 100 kinds of cancer. Data showed Fremont had the highest number of each type of cancer (breast, cervical, colorectal, lung, and prostate). It should be noted Fremont represents 54% of Washington Hospital's service area.

### ***New Initiatives***

- Washington Hospital will continue to develop a more complete, comprehensive cancer program from diagnosis, to treatment, and survivorship through an affiliation with the University of California San Francisco Medical Center (UCSF). The affiliation will establish a highly coordinated medical oncology network to patients receiving care locally and better facilitate referring and transferring patients to UCSF when needed.
- A new anti-smoking campaign that highlights the dangers of tobacco, e-cigarettes, and marijuana to prevent adolescents from smoking. Thereafter, collaborate with local schools to present curriculum.

## **Cardiovascular / Stroke**

Nationally, more than one in three adults (81.1 million) lives with one or more types of cardiovascular disease (CVD). In addition to being the first and third leading causes of death, heart disease and stroke result in serious illness and disability and decreased quality of life.

The prevalence and death rate for all types of heart disease in the Washington Hospital service area was below the state average. However, congestive heart failure was high in the Washington Hospital service area compared to the state average and coronary heart disease was high compared to the *Healthy People 2020* objective. *Healthy People 2020* is a set of goals and objectives with 10-year targets designed by the Department of Health and Human Services. Based on the high quality of care and management of strokes that Washington Hospital provides, it has been certified as a Primary Stroke Center by The Joint Commission and designated as a stroke receiving center for strokes in Southern Alameda County.

### ***Initiatives***

- Expand hosting free mini health blitz in the community. The health blitz includes blood pressure and blood glucose and cholesterol screenings with nursing to interpret results and provide education.
- Explore providing stroke education at churches and other community organizations.
- Provide community seminars in addition to exploring the development of an education series to increase awareness around women's heart health.
- Explore expanding the stroke support services offered

### **Maternal and Child Health**

The topic of maternal and child health addresses a wide range of conditions, health behaviors, and health systems indicators that affect the health, wellness, and quality of life of women, children, and families. The risk of maternal and infant mortality and pregnancy-related complications can be reduced by increasing access to quality pre-conception (before pregnancy) and inter-conception (between pregnancies) care.

### ***Initiatives***

- Increase awareness of education classes accessible to low income patients by collaborating with community clinics such as Tri-City Health Center, Newark Wellness Center, and Tiburcio Vasquez.
- Implement a Prenatal Diagnostic Center in collaboration with UCSF to serve high risk mothers.

### **Obesity, Diabetes, Healthy Living & Active Living (HEAL)**

Obesity is a risk factor for cardiovascular disease and health problems that can include diabetes, heart attack, heart failure, stroke, cancer, arthritis, and others. The risk of diabetes and other diseases can be lowered by losing weight and making lifestyle changes. Efforts to change diet and activity level address individual behaviors, as well as the policies and environments that support these behaviors.

Low income and food-insecure populations are especially vulnerable to obesity because they have less access to nutritious foods and to quality health care. They also may undergo cycles of abundance and deprivation, have less opportunity to exercise, and experience more stress.

## ***Initiatives***

- Increase collaboration with community partners with shared initiatives to address obesity.
- Promote community awareness of healthy weight management as part of the Health and Wellness programming and collaborate with schools on speaking engagements such as school-wide assemblies.
- Explore adding diabetes education to Washington on Wheels Mobile Clinic's free community glucose screening program.
- Redesign "Diabetes Matters" program to add focus on culturally-sensitive and ethnically-relevant nutrition recommendations to immigrant population.
- Explore collaborating with Pacific Coast Farmers' Market Association (PCFMA) for opportunities to host an information table during the Spring and/or Summer months to provide nutrition tips, recipe ideas.
- Establish a weekly post / blog on Facebook with nutrition and healthy eating tips, recipes, and articles chosen and developed by registered dietitians.

## **Violence and Injury Prevention**

Violence and intentional injury contribute to poor health outcomes for victims, perpetrators, and community members. In addition to direct physical injury, victims of violence are at increased risk for depression, substance abuse, anxiety, reproductive health problems, and suicidal behavior.

While unintentional injuries in the Washington Hospital Healthcare System (Washington Hospital) service area are not higher than state averages or Healthy People 2020 (HP2020) objectives, violence is more likely to occur in Alameda County and some of the cities in the Washington Hospital service area.

## ***Initiative***

- Explore outlets, including partnering with local police departments, to promote the Tattoo Removal Program. The program is designed to help teenagers and young adults make positive changes in their lives by removing symbols of past negative behaviors and actions associated with gang and drug activities.

Now is a time of uncertainty and the changes at the Federal level relating to access to healthcare can have implications on the programs and lives of the District residents. For example, with federal funding being cut for vital services, it will also be important to help the senior population, especially those living alone, to ensure they are connected with community organizations to help them remain independent. As part of this implementation plan, it will be

imperative that a post legislation gap analysis is completed to evaluate existing and new programs and services based on the outcome of the analysis.