



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 13, 2021 – 6:00 P.M.

Meeting Conducted by Zoom

Join from PC, Mac, Linux, iOS or Android:

<https://us02web.zoom.us/j/88389033543?pwd=ZTdBeExRQ21aQ1dTOzJXSHp6WVNZdz09>

Password: 827599

AGENDA

PRESENTED BY:

- | | |
|---|--|
| I. CALL TO ORDER & PLEDGE OF ALLEGIANCE | William Nicholson, M.D.
Board President |
| II. ROLL CALL | Dee Antonio
District Clerk |
| III. CONSENT CALENDAR
<i>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.</i> | William Nicholson, M.D.
Board President

<i>Motion Required</i> |
| A. Consideration of Minutes of the Regular Meetings of the District Board: December 9, December 21, and December 28, 2020 | |
| B. Consideration of Medical Staff Credentialing Action Items (December 21, 2020) | |
| C. Consideration of Appointment and Reappointment to Washington Township Hospital Development Corporation Board 2021 | |
| IV. COMMUNICATIONS | |
| A. Oral
<i>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</i> | |

presented to the District Clerk. For the record, please state your name.

B. Written

V. PRESENTATION

A. COVID-19 Vaccination Safety

Jeffrey Stuart, M.D.
Chief, Medical Staff

Dianne Martin, M.D.
Infectious Disease Specialist

Mary Bowron, DNP, RN, CIC,
CNL, CPHQ
Chief of Quality & Resource
Management

VI. REPORTS

PRESENTED BY:

A. Medical Staff Report

Prasad Kilaru, M.D.
Chief of Medical Staff

B. Quality Report:
2021 Infection Prevention Program Plan

Mary Bowron, DNP, RN, CIC,
CNL, CPHQ
Chief of Quality & Resource
Management

Dianne Martin, M.D.
Infections Disease Specialist

C. Finance Report

Chris Henry
Vice President & Chief Financial
Officer

D. Hospital Operations Report

Kimberly Hartz
Chief Executive Officer

VII. ANNOUNCEMENTS

Kimberly Hartz
Chief Executive Officer

VIII. ADJOURN TO CLOSED SESSION

In accordance with Section 32106 and 32155 of the California Health & Safety Code, portions of this meeting may be held in closed session.

A. Report of Medical Staff and Quality Assurance Committee, Health & Safety Code section 32155

B. Conference involving trade secrets pursuant to
Health & Safety Code section 32106

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

William Nicholson, M.D.
Board President

X. ADJOURNMENT

William Nicholson, M.D.
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.

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, December 9, 2020 via Zoom in order to comply with California Governor Gavin Newsom's and Alameda County's mandatory orders as revised on November 17, 2020 to slow the spread of COVID-19 and to maintain restrictions on movement and public gathering. Director Wallace called the meeting to order at 6:03 pm and led those in attendance of the meeting in the Pledge of Allegiance.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

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

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer; Dee Antonio, District Clerk

Guests: Ed Fayen, Chris Henry, Tina Nunez, Stephanie Williams, Paul Kozachenko, Prasad Kilaru MD, Mary Bowron, John Lee, Angus Cochran, Dr. Jeff Stuart, Kristin Ferguson, Nick Legge, Carmen Agcaoili MD, Erica Luna, Gisela Hernandez, Sri Boddu, and Service League members: Debbie Jackson, Anne Steeley, Ruth McGautha, Sandy Kimball, Sheela Vijay, Fran Stone, Carolyn Fiori, Nidia Javier, and Gail Tomita

Director Wallace welcomed any members of the general public to the meeting. He stated that Governor's Newsom's Executive Order N-29-20 explicitly waives The Brown Act provision that requires physical presence of members, the clerk or other personnel of the body, or of the public as a condition of participation in, or quorum for, a public meeting. He noted that Washington Township Health Care District continues to comply with the Brown Act in providing appropriate connection information in order to provide the public the opportunity to participate in the meeting and that Public Notice for this meeting, including connection information, was posted appropriately on our website.

OPENING REMARKS

Mr. Wallace announced that this meeting, conducted via Zoom, will be recorded for broadcast at a later date.

When asked if any members of the general public were in attendance and/or interested in speaking, there was no response.

Director Stewart read Resolution No. 1219, Resolution and Order of the Board of Directors of Washington Township Health Care District acknowledging the election of William F. Nicholson and Jeannie Yee as Directors of the Board of Directors of Washington Township Health Care District.

CONSIDERATION OF RESOLUTION NO. 1219, CERTIFICATE OF NOVEMBER 3, 2020 GENERAL ELECTION, BOARD OF DIRECTORS

Director Eapen seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

The Oath of Office was administered to Directors Jeannie Yee and William F. Nicholson, M.D. by the Honorable Thomas Nixon.

*OATH OF OFFICE:
DIRECTORS YEE and
NICHOLSON*

Director Yee read Resolution No. 1220, Resolution and Order of the Board of Directors of Washington Township Health Care District confirming the canvass of votes cast in Washington Township Health Care District General Election and declaration of election returns for Bond Measure XX.

*CONSIDERATION OF
RESOLUTION NO. 1220
CONFIRMING CANVASS
OF VOTES CAST IN
WASHINGTON
TOWNSHIP HEALTH
CARE DISTRICT
GENERAL ELECTION
AND DECLARATION OF
ELECTION RETURNS
BOND MEASURE XX*

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

Director Yee moved for the following slate of Board officer for the calendar year 2021:

*ELECTION OF
OFFICERS*

President: William Nicholson
First Vice President: Jeannie Yee
Second Vice President: Barnard Stewart
Treasurer: Jacob Eapen
Secretary: Michael Wallace

Director Nicholson seconded the motion.

Roll call was taken:

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

The motion unanimously carried. Director Nicholson assumed the Chair as President of the Board for 2021 and expressed appreciation to Mr. Wallace for his oversight of a unique (COVID-19 pandemic) and successful (Measure XX Bond Campaign) term.

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Minutes of the Regular Meetings of the District Board: November 11, November 16, and November 23, 2020
- B. Medical Staff Credentialing Action Items
- C. Medical Staff: UCSF Pediatric Hospital Medicine Fellows Proposal

- D. Medical Staff: Amendments to Standardized Procedure for Rapid Response Team Care Initiated by the Certified Registered Nurse
- E. Medical Staff: New Standardized Procedure for RSTU COVID-19 Nurse Initiated Protocol
- F. Budgeted Capital Request: Two Cardiac Monitors (\$131,945.00)

In accordance with District law, policies, and procedures, Director Yee moved that the Board of Directors approve the Consent Calendar, items A through F.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Kimberly Hartz, CEO introduced Kristin Ferguson, Chief of Compliance who presented Assembly Bill 1234 on Ethics Training. She spoke about the Code of Professional Conduct and Web-based training. Ms. Ferguson explained the Basic Ethical Principles for Public Service Officials and the four categories of Public Service Ethics Law which include: laws related to personal gain, laws related to personal advantages and “perks”, government transparency laws, and laws related to fair processes. Public officials are stewards of the public’s trust and it was noted that earning and holding that trust is based on attention to ethical principles and public service ethics laws.

*PRESENTATION:
AB 1234 ETHICS
TRAINING*

Director Nicholson talked about the Service League and how much they have been missed in the hospital due to COVID-19 restrictions. He mentioned the online Masquerade Jewelry sale occurring through December 31, 2020.

SERVICE LEAGUE

Dr. Prasad Kilaru reported there are 588 Medical Staff members including 349 active members. Dr. Kilaru talked a little about the start of the Cardiothoracic Fellows program and mentioned the Pediatric Hospital Medicine Fellows proposal from UCSF that was approved at this meeting.

*MEDICAL STAFF
REPORT*

Kimberly Hartz introduced Galen Hamilton, Chief Operating Officer for Washington Township Medical Foundation who reported on the WTMF Patient Experience Improvement Path. He talked about setting their goals, identifying the

*LEAN REPORT:
IMPROVING PATIENT
EXPERIENCE*

key drivers, and the steps they took in the clinic as well as other areas to achieve a level of success.

Kimberly Hartz introduced Dr. Carmen Agcaoili, Medical Director of the Intensivist Program and the Critical Care Units who presented the Annual Intensivist Program Report. The Mission of the program is to provide the highest quality evidence-based care. Dr. Agcaoili talked about the program goals and structure as well as the purpose of the Clinical Operations Committee which meets monthly.

*QUALITY REPORT:
2020 CRITICAL CARE
PROGRAM UPDATE*

Dr. Agcaoili reviewed the Admissions noting that the top diagnoses for 2020 were sepsis, cardiac diagnoses, and COVID-19. She talked about the initiatives developed as a response to COVID including various safety protocols. She discussed various strategies developed from evidence-based practice including the decrease in delirium prevalence in the ICU since the opening of the Morris Hyman Critical Care Pavilion.

Dr. Agcaoili reported on outcomes including a shorter Length of Stay, lower mechanical ventilator durations, a higher infection prevention rate than expected (possibly due to COVID patients). CAUTI and CLABSI rates dropped, although CDIFF was higher. It was noted that the critical care mortality rate was below our internal benchmark. Sepsis continues to be the most prevalent diagnosis in critical care. The readmission rate was lower than both national and internal benchmarks.

Patient Experience data was shared and Dr. Agcaoili shared CCU's action plan to increase patient satisfaction going forward. She talked about the various education programs held throughout the year. Going forward, TEAMSTEPP will be implemented for nursing communication and other protocols will be put in place,

Chris Henry, Vice President & Chief Financial Officer introduced Erica Luna, Assistant Chief Financial Officer, who reported on the refinancing of the 2010 bonds. On December 2nd, we received a 2.46% interest rate, the lowest interest rate we have received in District history, which equates to a \$1.2M savings per year.

*BOND REFINANCE
REPORT*

Chris Henry, Vice President & Chief Financial Officer, presented the Finance Report for October 2020. The average daily census was 133.4 with admissions of 732 resulting in 4,135 patient days. Outpatient observation equivalent days were 193. The average length of stay was 5.16 days. The case mix index was 1.578. Deliveries were 115. Surgical cases were 381. Joint Replacement cases were 158. Neurosurgical cases were 28. Cardiac Surgical cases were 13. The Outpatient visits were 7,912; Emergency visits were 3,530; RSTU visits were 1,894. Total productive FTEs were 1,310.8. FTEs per adjusted occupied bed were 6.82.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for November 2020. Preliminary information for the month indicated gross revenue at approximately \$104,624,000. The Average Length of Stay was 4.99, which was due in part to the shift in joint surgeries from inpatient to outpatient. The Average Daily Census was 142.3. There were 4,270 patient days. There were 356 Surgical

*HOSPITAL
OPERATIONS REPORT*

Cases and 376 Cath Lab procedures at the Hospital. Deliveries were 132. Non-Emergency Outpatient visits were 6,530. Emergency Room visits were 3,361. RSTU visits were 1,889. Total Government Sponsored Preliminary Payor Mix was 72.2%, against the budget of 71.4%. Total FTEs per Adjusted Occupied Bed were 6.64. The Washington Outpatient Surgery Center had 438 cases and the clinics saw approximately 2,571 patients. Going forward, Homeless Patient Total Encounters will be reported out on a quarterly basis.

In accordance with District Policies and Procedures, Director Yee moved that the Board authorize the Chief Executive Officer to proceed with the contracts necessary to complete design services for the Morris Hyman Critical Care Pavilion Infill Project for an amount not to exceed \$6,826,657.00.

*ACTION:
CONSIDERATION OF
DESIGN FEES FOR THE
INFILL PROJECTS FOR
THE MORRIS HYMAN
CRITICAL CARE
PAVILION*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with District Policies and Procedures, Director Yee moved that the Board authorize the Chief Executive Officer to proceed with the purchase of a Respiratory Waiting Tent in an amount not to exceed \$71,000.00 plus tax.

*ACTION:
RESPIRATORY
WAITING TENT*

Director Wallace seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

- On December 9th, Washington Hospital began a collaboration with Alameda County to offer mobile COVID-19 testing to residents of long-term care facilities, businesses and other congregate settings. Testing is initially scheduled to run through the end of the year.
- Randy Lao, Clinical Pharmacist, is the December Employee of the Month.
- In appreciation to the community for their support of Measure XX, a video of gratitude featuring staff and physicians was shown.

ANNOUNCEMENTS

In accordance with Health & Safety Code Sections 32106 and 32155 and California Government Code 54956.9(d)(2), Director Nicholson adjourned the meeting to closed session at 8:10 p.m., as the discussion pertained to a Report of Medical Staff and Quality Assurance pursuant to Health & Safety Code Section 32155. Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a Teleconference call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for the Board's report beginning December 10, 2020. He indicated that the minutes of this meeting will reflect any reportable actions.

*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 8:47 p.m. and reported that no reportable action occurred in closed session.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 8:47 pm.

ADJOURNMENT

William F. Nicholson, M.D.
President

Michael J. Wallace
Secretary

A regular meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, December 21, 2020 via Teleconference in order to comply with Alameda County's orders as revised on November 17, 2020 to slow the spread of COVID-19 and to maintain restrictions on movement and public gathering. Director Nicholson called the meeting to order at 6:00 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Absent:

Also present: Kimberly Hartz, Chief Executive Officer; Tina Nunez, Vice President; Stephanie Williams, Vice President; Paul Kozachenko, Legal Counsel; Dee Antonio, District Clerk

Guests: Donald Pipkin; Tim Fallon, Consultant

There were no oral communications.

COMMUNICATIONS

There were no written communications.

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Replacement of Chiller at 2500 Building
- B. Respiratory Waiting Tent Outside Emergency Department – Phase 2

In accordance with District law, policies, and procedures, Director Yee moved that the Board of Directors approve the Consent Calendar, items A and B.

Director Stewart seconded the motion.

Roll call was taken:

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

The motion unanimously carried.

In accordance with Health & Safety Code Sections 32106 and 32155 and California Government Code 54956.9(d)(2), Director Wallace adjourned the meeting to closed session at 6:07 p.m., as the discussion pertained to a trade secret pursuant to Health & Safety Code section 32106, a Report of Medical Staff and Quality Assurance pursuant to Health & Safety Code Section 32155, and a Conference Involving Personnel Matters: Chief Executive Officer. Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this is a Teleconference call and we have no way of knowing when the closed session will end, the public was informed they could contact the District Clerk for the Board's report beginning December 22, 2020. He indicated that the minutes of this meeting will reflect any reportable actions.

ADJOURN TO CLOSED SESSION

Director Nicholson reconvened the meeting to open session at 8:26 p.m. and reported that 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 8:26 pm.

ADJOURNMENT

William Nicholson, M.D.
President

Michael J. Wallace
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, December 28, 2020 via Zoom in order to comply with Alameda County's orders as revised on December 7, 2020 to slow the spread of COVID-19 and reduce the rate of transmission by sheltering at home and continued social distancing. 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; Jacob Eapen; Jeannie Yee
Excused: Michael Wallace

ROLL CALL

Also present: Shakir Hyder, MD; Tim Tsoi, MD; Jan Henstorf, MD; Jeff Stuart, MD; Kimberly Hartz, Chief Executive Officer

Excused: Prasad Kilaru, MD; Kranthi Achanta, MD; Stephanie Williams, Vice President & Chief Nursing Officer

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 8:30 a.m. and reported no reportable action taken in closed session.

RECONVENE TO OPEN SESSION & REPORT ON CLOSED SESSION

There being no further business, the meeting adjourned at 8:30 a.m.

ADJOURNMENT

William Nicholson, M.D.
President

Michael Wallace
Secretary



Washington Hospital
Healthcare System

S I N C E 1 9 4 8

Memorandum

DATE: January 6, 2021

TO: Kimberly Hartz, Chief Executive Officer

FROM: Prasad Kilaru, MD
Chief of Staff

SUBJECT: Final Credentials Actions

The Medical Executive Committee approved the Credential Action Items on December 21, 2020. Please accept this memorandum as a formal request for consideration of approval by the Board of Directors of the Credential Action Items as attached.

WASHINGTON HOSPITAL MEDICAL STAFF
FINAL CREDENTIALS ACTION ITEMS

December 28, 2020

The following written communication received from Prasad Kilaru, MD, Chief of Staff, dated December 8, 2020 requesting approval of Medical Staff Credentialing Action Items as follows:

Initial Appointments – Two Year

None

Initial Appointments – One Year

None

Temporary Privileges

Wang, Sean MD

Disaster Privileges – approved while application is waiting for Board approval

None

LocumTenens

None

30 Days Extension Request – Application Not Complete

None

Waiver Request

None

Reappointments – Two Year

Ahmed, Sumera MD; Chiang, Stephanie MD; Cho, Joyce MD; Eftimie, Bogdan MD; Folan, Luis MD; Gadea, William PA-C; Goldberg, Andrew MD; Hiraoka, Toshi MD; Ortlip, Timothy MD; Pfaff, Nora MD; Thomas, Jeffrey MD; Umopathy, Krishnamurthy MD

Reappointments – One Year

Ali, Zulfiqar MD; Beygui, Ramin MD; Kudaravalli, Padmavathi MD

Addition of Physician Supervisor

None

Conditional Reappointments

None

Non-Reappointments – Deemed to Have Resigned

Guo, Lei MD

Transfer in Staff Category

Robinson, Ronald MD; Wang, Sean MD; Wong, Breane PA-C

Completion of Proctoring Prior to Eligibility for Advancement in Staff Category

Mundu, Zeba PA-C

Completion of Proctoring and Advancement in Staff Category

Basra, Apram DO; Gadea, William PA-C; Garcia, Ryan PA-C; Lee, Ashley MD

Extension of Proctorship and Provisional Category 1-year

Finn, Siobhen PA-C; Gwalani, Priyanka MD; Patel, Chirag DMD MD

New Privilege Requests

Martin, Dianne MD; Thoams, Jeffrey MD; Wang, Sean MD

Delete Privilege Requests

Gadea, William PA-C; Garcia, Ryan PA-C; Lee, Ashley MD; Ortlip, Timothy MD; Thomas, Jeffrey MD

Conflict of Interest Statement Updated

Goldberg, Andrew MD

Leave of Absence

None

Reinstatement of Leave of Absence

None

Withdrawal of Application

Wang, Ming MD

Suspensions / Relinquishment

None

Resignations

Elster, Martha MD; Lucas, ShawnMD; Okeigwe, Ijeoma MD



Memorandum

DATE: January 1, 2021

TO: Board of Directors, Washington Township Health Care District

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: **Reappointment and Appointment to the Washington Township Hospital Development Corporation Board of Directors**

The Washington Township Hospital Development Corporation is a public benefit (nonprofit) California Corporation, which is affiliated with the District. A five member Board of Directors governs the Washington Township Hospital Development Corporation (DEVCO). Its current Board of Directors consists of Benn Sah, MD, Russ Blowers, Miro Garcia and Steven Chan, DDS. Gloria Villasana Fuerniss submitted her resignation to be effective at the end of this term.

For the 2021 calendar year, I am recommending for consideration by the Washington Township Health Care District Board of Directors to reappointment the four individuals that served previously on the Washington Township Hospital Development Corporation Board.

Also, I am recommending for consideration the appointment of Sue Querner to fill the vacant seat on the Board of Directors of the Washington Township Hospital Development Corporation to fulfill its five member capacity. Sue is an accomplished entrepreneur with over 25 years of experience and has been actively involved with the Healthcare System through the Washington Hospital Healthcare Foundation.



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

November 2020



**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
November 2020**

<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: January 7, 2021
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – November 2020
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>			
Average Daily Census	142.3	139.0	143.2
# of Admissions	784	843	823
Patient Days	4,270	4,171	4,369
Discharge ALOS	4.99	4.95	5.17
<u>OUTPATIENT:</u>			
OP Visits	6,530	7,043	6,472
ER Visits	5,250	5,917	4,761
Observation Equivalent Days – OP	206	168	179

Comparison of November acute inpatient statistics to those of the budget showed a lower 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 below budget for the month.

2. Staffing – Schedule Board 3

Total paid FTEs were 70.1 above budget. Total productive FTEs for November were 1,253.8, 22.9 above the budgeted level of 1,230.9. Nonproductive FTEs were 47.2 above budget. Productive FTEs per adjusted occupied bed were 5.66, 0.02 above the budgeted level of 5.64. Total FTEs per adjusted occupied bed were 6.64, 0.22 above the budgeted level of 6.42.

3. Income - Schedule Board 1

For the month of November the Hospital realized a loss of \$3,734,000 from operations.

Total Gross Patient Service Revenue of \$162,924,000 for November was 1.9% below budget.

Deductions from Revenue of \$127,004,000 represented 77.95% of Total Gross Patient Service Revenue. This percentage is above the budgeted amount of 77.71%, primarily due to payor mix.

Total Operating Revenue of \$36,728,000 was \$629,000 (1.7%) below the budget.

Total Operating Expense of \$40,462,000 was \$2,217,000 (5.8%) above the budgeted amount.

The Total Non-Operating Income of \$5,000 for the month includes an unrealized loss on investments of \$9,000 and property tax revenue of \$1,447,000.

The Total Net Loss for November was \$3,729,000, which was \$2,898,000 less than the budgeted loss of \$831,000.

The Total Net Loss for November using FASB accounting principles, in which the unrealized loss or income on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was \$4,023,000 compared to a budgeted loss of \$1,107,000.

4. Balance Sheet – Schedule Board 2

There were no noteworthy changes in assets and liabilities when compared to October 2020.

KIMBERLY HARTZ
Chief Executive Officer

KH/CH



**WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
November 2020
GASB FORMAT
(In thousands)**

November				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				OPERATING REVENUE				
\$ 104,624	\$ 105,752	\$ (1,128)	-1.1%	1	\$ 559,437	\$ 527,349	\$ 32,088	6.1%
58,300	60,311	(2,011)	-3.3%	2	302,324	305,284	(2,960)	-1.0%
162,924	166,063	(3,139)	-1.9%	3	861,761	832,633	29,128	3.5%
(122,812)	(125,641)	2,829	2.3%	4	(653,366)	(627,898)	(25,468)	-4.1%
(4,192)	(3,402)	(790)	-23.2%	5	(18,422)	(17,056)	(1,366)	-8.0%
(127,004)	(129,043)	2,039	1.6%	6	(671,788)	(644,954)	(26,834)	-4.2%
77.95%	77.71%			7	77.96%	77.46%		
35,920	37,020	(1,100)	-3.0%	8	189,973	187,679	2,294	1.2%
808	337	471	139.8%	9	2,002	1,682	320	19.0%
36,728	37,357	(629)	-1.7%	10	191,975	189,361	2,614	1.4%
				OPERATING EXPENSES				
17,748	16,350	(1,398)	-8.6%	11	93,715	83,875	(9,840)	-11.7%
6,697	6,150	(547)	-8.9%	12	33,947	31,973	(1,974)	-6.2%
4,821	4,890	69	1.4%	13	25,983	25,208	(775)	-3.1%
5,435	5,217	(218)	-4.2%	14	24,682	24,220	(462)	-1.9%
1,725	1,619	(106)	-6.5%	15	8,929	8,503	(426)	-5.0%
4,036	4,019	(17)	-0.4%	16	20,061	20,044	(17)	-0.1%
40,462	38,245	(2,217)	-5.8%	17	207,317	193,823	(13,494)	-7.0%
(3,734)	(888)	(2,846)	-320.5%	18	(15,342)	(4,462)	(10,880)	-243.8%
-10.17%	-2.38%			19	-7.99%	-2.36%		
264	316	(52)	-16.5%	20	1,496	1,581	(85)	-5.4%
58	-	58	0.0%	21	144	-	144	0.0%
(1,863)	(1,924)	61	3.2%	22	(9,276)	(9,608)	332	3.5%
108	261	(153)	-58.6%	23	766	1,349	(583)	-43.2%
-	(39)	39	100.0%	24	-	(194)	194	100.0%
-	-	-	0.0%	25	1,069	-	1,069	0.0%
1,447	1,443	4	0.3%	26	7,188	7,215	(27)	-0.4%
(9)	-	(9)	0.0%	27	(518)	-	(518)	0.0%
5	57	(52)	-91.2%	28	869	343	526	153.4%
\$ (3,729)	\$ (831)	\$ (2,898)	-348.7%	29	\$ (14,473)	\$ (4,119)	\$ (10,354)	-251.4%
-10.15%	-2.22%			30	-7.54%	-2.18%		
\$ (4,023)	\$ (1,107)	\$ (2,916)	-263.4%	31	\$ (15,422)	\$ (5,486)	\$ (9,936)	-181.1%
-10.95%	-2.96%				-8.03%	-2.90%		
					NET INCOME MARGIN %			

**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 2020
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			November 2020	Audited June 2020	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			November 2020	Audited June 2020
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 41,184	\$ 68,355	1	CURRENT MATURITIES OF L/T OBLIG	\$ 9,920	\$ 9,500	
2	ACCOUNTS REC NET OF ALLOWANCES		71,793	61,017	2	ACCOUNTS PAYABLE	19,269	18,669	
3	OTHER CURRENT ASSETS		15,715	12,523	3	OTHER ACCRUED LIABILITIES	108,732	116,193	
4	TOTAL CURRENT ASSETS		<u>128,692</u>	<u>141,895</u>	4	INTEREST	8,997	11,247	
					5	TOTAL CURRENT LIABILITIES	<u>146,918</u>	<u>155,609</u>	
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		215,950	214,744	6	REVENUE BONDS AND OTHER	216,254	223,881	
7	REVENUE BOND FUNDS		10,874	10,923	7	GENERAL OBLIGATION BONDS	328,936	331,992	
8	BOND DEBT SERVICE FUNDS		10,581	31,387	OTHER LIABILITIES				
9	OTHER ASSETS LIMITED AS TO USE		10,106	10,155	10	NET PENSION LIABILITY	23,263	31,798	
10	TOTAL ASSETS LIMITED AS TO USE		<u>247,511</u>	<u>267,209</u>	11	SUPPLEMENTAL MEDICAL RETIREMENT	41,358	42,578	
12	OTHER ASSETS		239,282	222,268	12	WORKERS' COMP AND OTHER	8,640	8,440	
13	OTHER INVESTMENTS		11,776	11,679	NET POSITION				
14	NET PROPERTY, PLANT & EQUIPMENT		663,658	684,274	14	NET POSITION	517,361	531,834	
15	TOTAL ASSETS		<u>\$ 1,290,919</u>	<u>\$ 1,327,325</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,282,730</u>	<u>\$ 1,326,132</u>	
16	DEFERRED OUTFLOWS		47,418	62,304	16	DEFERRED INFLOWS	55,607	63,497	
17	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,338,337</u>	<u>\$ 1,389,629</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,338,337</u>	<u>\$ 1,389,629</u>	



**WASHINGTON HOSPITAL
OPERATING INDICATORS
November 2020**

12 MONTH AVERAGE	November						YEAR TO DATE			
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
143.2	142.3	139.0	3.3	2%	1	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	148.4	138.1	10.3	7%
5.9	6.9	5.6	1.3	23%	2	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	6.3	5.5	0.8	15%
7.9	8.3	8.7	(0.4)	-5%	3	NURSERY AVERAGE DAILY CENSUS	7.7	9.3	(1.6)	-17%
157.0	157.5	153.3	4.2	3%	4	TOTAL	162.4	152.9	9.5	6%
3.2	2.0	3.4	(1.4)	-41%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	2.8	3.5	(0.7)	-20%
4,369	4,270	4,171	99	2%	6	ADULT & PEDIATRIC PATIENT DAYS	22,702	21,124	1,578	7%
179	206	168	38	23%	7	OBSERVATION EQUIVALENT DAYS - OP	970	835	135	16%
823	784	843	(59)	-7%	8	ADMISSIONS-ADULTS & PEDIATRIC	3,988	4,283	(295)	-7%
5.17	4.99	4.95	0.04	1%	9	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	5.51	4.93	0.58	12%
1.534	1.519	1.499	0.020	1%	10	OVERALL CASE MIX INDEX (CMI)	1.608	1.487	0.121	8%
141	154	157	(3)	-2%	11	SURGICAL CASES	746	806	(60)	-7%
22	23	21	2	10%	12	JOINT REPLACEMENT CASES	125	103	22	21%
9	4	12	(8)	-67%	13	NEUROSURGICAL CASES	40	53	(13)	-25%
170	175	171	4	2%	14	CARDIAC SURGICAL CASES	898	922	(24)	-3%
342	356	361	(5)	-1%	15	ALL OTHERS	1,809	1,884	(75)	-4%
345	376	356	20	6%	16	TOTAL CASES	1,814	1,804	10	1%
124	132	126	6	5%	17	TOTAL CATH LAB PROCEDURES	614	685	(71)	-10%
6,472	6,530	7,043	(513)	-7%	18	DELIVERIES	35,575	36,101	(526)	-1%
3,589	3,361	3,863	(502)	-13%	19	OUTPATIENT VISITS	17,370	19,612	(2,242)	-11%
1,172	1,889	2,054	(165)	-8%	20	EMERGENCY VISITS, EXCLUDING RSTU VISITS	9,756	10,474	(718)	-7%
1,300.8	1,253.8	1,230.9	(22.9)	-2%	21	RSTU VISITS	1,336.0	1,228.3	(107.7)	-9%
178.1	218.5	171.3	(47.2)	-28%	22	PRODUCTIVE FTE'S	176.3	178.8	2.5	1%
1,478.9	1,472.3	1,402.2	(70.1)	-5%	23	NON PRODUCTIVE FTE'S	1,512.3	1,407.1	(105.2)	-7%
6.10	5.66	5.64	(0.02)	0%	24	TOTAL FTE'S	5.84	5.63	(0.21)	-4%
6.93	6.64	6.42	(0.22)	-3%	25	PRODUCTIVE FTE/ADJ. OCCUPIED BED	6.62	6.45	(0.17)	-3%
						TOTAL FTE/ADJ. OCCUPIED BED				

* included in Adult and Peds Average Daily Census