



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, July 14, 2021 – 6:00 P.M.

Meeting Conducted by Zoom

<https://us02web.zoom.us/j/84020789425?pwd=cGJqcTJ5aXE1TE15aXFLMkxuMnplZz09>

Password: 692534

AGENDA

PRESENTED BY:

- | | |
|--|--|
| <p>I. CALL TO ORDER & PLEDGE OF ALLEGIANCE</p> | <p>William Nicholson, M.D.
Board President</p> |
| <p>II. ROLL CALL</p> | <p>Dee Antonio
District Clerk</p> |
| <p>III. COMMUNICATIONS</p> <p>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 presented to the District Clerk. For the record, please state your name.</i></p> <p>B. Written</p> | |
| <p>IV. 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></p> <p>A. Consideration of Minutes of the Regular Meetings of the District Board: June 9, 21, 23, and 28 2021</p> | <p>William Nicholson, M.D.
Board President</p> <p><i>Motion Required</i></p> |
| <p>V. PRESENTATION</p> <p>A. Stroke Program: Calendar Year 2020 Review and Quality Report</p> | <p>Jack Rose, M.D.
Medical Director, Stroke Program</p> |

VI. REPORTS

A. Medical Staff Report

B. Service League Report

C. Finance Report

D. Hospital Operations Report

PRESENTED BY:

Shakir Hyder, M.D.
Chief of Medical Staff

Sheela Vijay
Service League First Vice President

Chris Henry
Vice President & Chief Financial
Officer

Kimberly Hartz
Chief Executive Officer

VII. ANNOUNCEMENTS

Kimberly Hartz
Chief Executive Officer

VIII. ADJOURN TO CLOSED SESSION

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

**IX. RECONVENE TO OPEN SESSION &
REPORT ON PERMISSIBLE ACTIONS
TAKEN DURING 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, June 9, 2021 via Zoom in order to comply with California Governor Gavin Newsom's and Alameda County's mandatory orders as revised on January 25, 2021 to comply with social distancing measures and other restrictions necessary to control the spread of COVID-19. Director Nicholson called the meeting to order at 6:00 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: William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS; Jacob Eapen, MD; Michael Wallace
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, Mary Bowron, Brenda Brennan, Angus Cochran, Debbie Feary, Kristin Ferguson, Dr. Kadeer Halimi, Gisela Hernandez, Michelle Hudson, Dr. Shakir Hyder, Dr. Kel Kanady, Prasad Kilaru, Dr. Bettina Kurkjian, Nick Legge, Dan Nardoni, Donald Pipkin, Marcus Watkins, Falisa Fullard, and Sri Boddu.

Director Nicholson 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

Director Nicholson 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 Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Minutes of the Regular Meetings of the District Board: May 12, May 17, May 24, and May 26, 2021
- B. Turbett Surgical Instrument Pods

In accordance with District law, policies, and procedures, Director Wallace moved that the Board of Directors approve the Consent Calendar, items A and B. Director Yee 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 Chris Henry, Chief Financial Officer and Erica Luna, Assistant Chief Financial Officer who then presented the Budget Estimate for Fiscal Year 2021-2022. Mr. Henry began with a description of the current environment following fifteen months of the COVID-19 pandemic stating that the focus going forward would be on recovery and the return to normal operations, whatever the “new normal” may be. He noted the early responses of the federal government to the pandemic were very supportive of hospital, citing CARES Act funding and Payroll Protection Program loans/grants, but pointed out that subsequent federal efforts have been bogged down in politics and bureaucratic confusion. He reported that Washington Hospital’s total unrecovered cost from government payor reimbursement is projected to be \$158,835,000. Mr. Henry also commented on the supportive response from the State of California such as personal protective equipment (PPE), COVID vaccines, and regulatory relief, but noted that California is also experiencing its own level of confusion, added documentation complexity and actions that are contrary to supporting hospitals that are still reeling from the effects of the pandemic. Alameda County has also been very supportive during the pandemic, distributing PPE and COVID vaccines in addition to disseminating critical information throughout the pandemic, including direct access to the County Health Officer.

*PRESENTATION:
BUDGET ESTIMATE FY
2021-2022*

Mr. Henry talked about the impacts of COVID-19 on Washington Hospital which include unprecedented reductions in revenues, consumer anxiety about accessing hospital services, and increases in costs. He noted that we continue to meet all our bond covenants. Mr. Henry spoke on key strategic map initiatives and the development and implementation of growth strategies and marketing strategies for targeted service lines: Cardiac Services, Oncology, Maternal Child Health, Neurosciences, and Orthopedics.

The FY 2021-2022 budget provides for

- Total Operating and Non-Operating Revenue of \$505.3 Million
- Funding of Capital Spending Requests of \$19.4 Million
- Funding of Retirement Plan and Post-Retirement Healthcare Benefits of \$9.6 Million
- Revenue Bond Debt Service of \$17.0 Million
- Property Tax Revenue of \$17.3 Million for General Obligation Bond Debt Service
- Net Income Targets:
 - Hospital Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA) of \$47.6 Million
 - Hospital Operating Income of \$269,000
 - Hospital Total Net Income of \$2.1 Million
- Funding of \$22.7 Million in Support of Affiliate Operations

- Compliance with All Bond Requirements

Ms. Luna reviewed the FY 2021-2022 provisions as outlined in the budget, the Key Budget Assumptions, and Income Statement, and showed comparison of Projected 2021 and Budgeted 2022 for Admissions, Admission by Payor, Patient Days, Average Daily Census, Average Length of Stay, Outpatient Observation Days, Deliveries, Total Surgical Cases, Total Cath Lab Cases, Emergency Room Visits, and Outpatient Visits. She reviewed Productivity Indicators, Patient Service Revenue, and Operating Expense Summary.

Ms. Luna reviewed the BITDA numbers and summarized the non-operating income and expense. She reviewed the capital spending and provided detail for facility and IT projects and Capital Requests for equipment.

In accordance with District law, policies, and procedures, Director Wallace moved for adoption of Resolution No. 1228, which is the Budget Estimate for Fiscal Year 2021-2022. This Resolution provides for the necessary funds required for the operation of the District and for the continued support of the Washington Township Hospital Development Corporation in its operations to promote the charitable and community service mission of the District.

*RESOLUTION #1228:
BUDGET ESTIMATE FY
2021-2022*

Director Eapen 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.

Dr. Prasad Kilaru reported there are 585 Medical Staff members including 350 active members and 96 ambulatory members. The Quarterly Medical Staff meeting was held on June 8th and had a large turnout. At the meeting, Dr. Achanta spoke on Utilization Management and the desire to reduce Length of Stay. Dr. Kilaru's term ends July 1st with Dr. Shakir Hyder succeeding him as Chief of Staff. The Medical Staff Dinner Dance is scheduled for August 7th at Barone's in Pleasanton.

*MEDICAL STAFF
REPORT*

On behalf of the Board of Directors, Director Nicholson thanked Dr. Kilaru for his great leadership in his term as Chief of Staff.

Ms. Debbie Feary, Service League President reported 41 members of the Service League volunteered 652 hours over the past month. Volunteers have returned to several pre-existing assignments and have been warmly received by the nurses, physicians, and clinical staff.

*SERVICE LEAGUE
REPORT*

Kimberly Hartz introduced Michelle Hudson, MPA, Senior Director of Operations and Administrative Services, Washington Township Medical Foundation (WTMF), who began her presentation with a review of the Lean Principles. She talked about the challenges the team faced in the development of a Vaccine Clinic, such as the need for rapid and widespread vaccination effort, an uncertain vaccine supply, rigorous vaccine handling requirements, multiple vaccine manufacturers, and physical distancing requirements. The greatest challenge was balancing no-shows, walk-ins, and wait-listing in order to have NO WASTE of vaccines. Ms. Hudson described their planning phase and the development of processes for check-in, vaccination, check-out, and observation and encompassing scheduling, vaccine clinic roles, clinic flow, and patient flow. Standard work was developed and included transparency and accountability. By the end of May, 10,721 vaccines were given by WTMF. The Board of Directors expressed great appreciation to Ms. Hudson and her team for their work in providing this service to the community.

*LEAN REPORT:
COVID-19 VACCINE
CLINIC LEAN JOURNEY*

Kimberly Hartz introduced Dr. Kadeer Halimi, Medical Director and Section Chair, Department of Emergency Medicine. Dr. Halimi began with a review of the structure and services in the Emergency Department. He talked about the impact COVID-19 had on the Emergency Department during the past year and noted there has been a gradual increase in ED visits since April 2020, although the volume has not returned to pre-COVID volume.

*QUALITY REPORT:
EMERGENCY
DEPARTMENT ANNUAL
REPORT 2020*

Dr. Halimi noted that the ED is still below the goal of 3% for patients who left without being seen (LWBS) and reviewed the statistics for behavioral health patients and the homeless that come through the ED. He stated that the Emergency Department is catheter-free and has decreased the trend of foley catheter use over the past calendar year. It was noted that Washington Hospital is one of two SART programs in Alameda County. Washington Hospital was selected as one of three pilot sites for a research study with UC Berkeley to implement electronic domestic violence report form to increase referrals for advocacy and was recognized as a key participant in a paper published in the fall of 2020. Dr. Halimi talked about the Patient Experience and the Emergency Department's focus on maintaining family connection by use of iPads, Language Line.

Next steps expanding community awareness and engagement, continuing to meet a high standard of quality and patient safety, and strengthening the capabilities to drive future success.

Chris Henry, Vice President & Chief Financial Officer, presented the Finance Report for April 2021. The average daily census was 140.3 with admissions of 771 resulting in 4,208 patient days. Outpatient observation equivalent days were 248. The average length of stay was 5.92 days. The case mix index was 1.668. Deliveries were 121. Surgical cases were 380. Joint Replacement cases were 160. Neurosurgical cases were 22. Cardiac Surgical cases were 13. The Outpatient visits were 7,397; Emergency visits were 3,693. Total productive FTEs were 1,278.7. FTEs per adjusted occupied bed were 6.28.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for May 2021. Preliminary information for the month indicated total gross revenue at approximately \$170,683,000. The Average Length of Stay was 5.11. The Average Daily Census was 130.4. It was noted that COVID-19 patients have a significantly higher than average acuity and length of stay at 9.5 days. Of the 22 COVID-19 discharges in the month, the average length of stays was 7.1 days with one patient staying longer than 30 days. Still in house at the end of May were five patients with length of stays of over 30 days including one patient with a length of stay of 121 days and counting. There were 4,042 patient days. There were 343 Surgical Cases and 298 Cath Lab procedures at the Hospital. Deliveries were 119. Non-Emergency Outpatient visits were 7,464. Emergency Room visits were 3,812. Total Government Sponsored Preliminary Payor Mix was 74.1%, against the budget of 71.3%. Total FTEs per Adjusted Occupied Bed were 6.40. The Washington Outpatient Surgery Center had 501 cases and the clinics had approximately 15,738 visits.

*HOSPITAL
OPERATIONS REPORT*

- Thursday, May 13th: “Celebration of Life” via Zoom. Co-sponsored by Washington Hospital, HERS Breast Cancer Foundation, UCSF-Washington Cancer Center, the American Cancer Society, and the Tri-City Voice
- Tuesday, May 25th: Lucy Hernandez presented the “2020 Community Health Needs Assessment” to the Promotores de Salud of Newark (health advocates who work in Spanish-speaking communities).
- Tuesday, May 25th and Wednesday, May 26th: Washington Township Medical Foundation coordinated and staff COVID vaccine clinics at Newark Junior High School and Newark Memorial High School.
- Scheduled for Wednesday, June 16th: “Breathe Easier with Pulmonary Rehab” on Facebook Live and YouTube
- Scheduled for Thursday, June 17th: “Every Body is Beautiful” on Zoom
- Scheduled for Wednesday, June 30th: “Fun Fresh Summer Cooking Demonstration” on Facebook Live and YouTube
- Nikita Patel, Staff Nurse II on 5-West is the May Employee of the Month.

ANNOUNCEMENTS

There being no further business, Director Nicholson adjourned the meeting at 8:45 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, June 21, 2021 via Teleconference in order to comply with California Governor Gavin Newsom's Reopening Plan for California and Executive Order N-29-20. We will continue to conduct our meetings remotely while we develop plans to return to in-person meetings and develop hybrid formats that maintain Brown Act compliance while also providing greater accessibility and transparency to the public. Director Nicholson called the meeting to order at 6:01 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; Ed Fayen, Chief Operating Officer; Tina Nunez, Vice President; Stephanie Williams, Vice President; Paul Kozachenko, Legal Counsel; Sri Boddu, AVS; Dee Antonio, District Clerk

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with District Law, Policies, and Procedures, Director Wallace moved that the Board of Directors authorize the Chief Executive Officer to proceed with negotiations to enter into a Contract with Local 20 pertaining to the wages, hours and working conditions for the Clinical Dieticians.

CONSIDERATION OF LOCAL 20 AS THE BARGAINING REPRESENTATIVE OF THE DIETARY CLINICIANS AT WASHINGTON HOSPITAL

Director Eapen 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.

Kimberly Hartz announced that, in accordance with the Institutional Review Board Policies & Procedures, the members of the IRB recommended the appointment of Dr. Jack Rose to continue as the Chairperson of the Institutional Review Board for the years 2021 and 2022. The following IRB members were reappointed: Minh Thu Dennen, Pharm D (1 year); Jack Rose, MD (4 years, as member); Kristin Ferguson, RN (4 years); Dianne Martin, MD (4 years); Jim Schoon (4 years).

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 6:08 p.m., as the discussion pertained to a Conference involving trade secrets pursuant to Health & Safety Code section 32106: Audit Plan and FY 2022 Affiliates Budget Preview, Conference with Legal Counsel-Anticipated litigation pursuant to government code section 54956.9(d)(2), and consideration of

ADJOURN TO CLOSED SESSION

closed session Minutes: May 17 and 26, 2021. 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 June 22, 2021. He indicated that the minutes of this meeting will reflect any reportable actions.

Director Nicholson reconvened the meeting to open session at 8:11 pm. The District Clerk reported that the Board approved the Closed Session Minutes of May 17, and 26, 2021 and denied two claims on behalf of (1) Keivan J. Floyd and (2) Liliana and Rafel Madrigal in closed session by unanimous vote of all Directors present:

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

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

There being no further business, Director Nicholson adjourned the meeting at 8:12 pm.

ADJOURNMENT

William 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 Wednesday, June 23, 2021 via Teleconference in order to comply with California Governor Gavin Newsom's Reopening Plan for California and Executive Order N-29-20. We will continue to conduct our meetings remotely while we develop plans to return to in-person meetings and develop hybrid formats that maintain Brown Act compliance while also providing greater accessibility and transparency to the public. 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

ROLL CALL

Absent: Michael Wallace

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

There were no oral communications.

COMMUNICATIONS

There were no written communications.

In accordance with District Law, Policies, and Procedures, Director Yee moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary agreements to proceed with the upgrade to the Siemens Building Automation System for a total amount not to exceed \$217,330.00.

*CONSIDERATION OF
SIEMENS UPGRADE*

Director Eapen seconded the motion.

Roll call was taken:

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

The motion carried.

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 6:05 p.m., as the discussion pertained to a Report of Medical Staff and Quality Assurance pursuant to Health & Safety Code Section 32155, consideration of closed session Minutes: May 17, and 26, 2021, Conference involving Trade Secrets pursuant to Health & Safety Code section 32106, and a Conference involving Personnel Matters regarding the 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 June 24, 2021. He indicated that the minutes of this meeting will reflect any reportable actions.

*ADJOURN TO CLOSED
SESSION*

Board of Directors' Meeting

June 23, 2021

Page 2

Director Nicholson reconvened the meeting to open session at 8:06 pm. The District Clerk reported that the Board approved the Medical Staff Credentials Report and the Closed Session Minutes of May 17, and 26, 2021 in closed session by vote of all Directors present:

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

William Nicholson, MD
Jeannie Yee
Bernard Stewart, DDS
Jacob Eapen, MD

There being no further business, Director Nicholson adjourned the meeting at 8:06 pm.

ADJOURNMENT

William Nicholson, M.D.
President

Michael J. Wallace
Secretary

DRAFT

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 28, 2021 via Zoom in order to comply with California Governor Gavin Newsom's Reopening Plan for California and Executive Order N-29-20. We will continue to conduct our meetings remotely while we develop plans to return to in-person meetings and develop hybrid formats that maintain Brown Act compliance while also providing greater accessibility and transparency to the public. 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; Jeff Stuart, MD; Prasad Kilaru, MD; Kranthi Achanta, MD; Kimberly Hartz, Chief Executive Officer; Stephanie Williams, Vice President & Chief Nursing Officer; Larry LaBossiere, Vice President & Chief Nursing Officer

Absent: Jan Henstorf, MD;

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 8:20 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 8:20 a.m.

ADJOURNMENT

William Nicholson, M.D.
President

Michael Wallace
Secretary



WASHINGTON HOSPITAL
MONTHLY OPERATING REPORT

May 2021



Washington Hospital
Healthcare System

**WASHINGTON HOSPITAL
INDEX TO BOARD FINANCIAL STATEMENTS
May 2021**

<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: July 8, 2021
TO: Board of Directors
FROM: Kimberly Hartz, Chief Executive Officer
SUBJECT: Washington Hospital – May 2021
Operating & Financial Activity

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board 3

	<u>May Actual</u>	<u>May Budget</u>	<u>Current 12 Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
Average Daily Census	130.4	142.8	149.0
# of Admissions	744	913	779
Patient Days	4,042	4,427	4,534
Discharge ALOS	5.11	4.85	5.77
<u>OUTPATIENT:</u>			
OP Visits	7,464	7,669	7,058
ER Visits, including RSTU visits	3,812	6,296	4,654
Observation Equivalent Days – OP	312	183	209

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

2. Staffing – Schedule Board 3

Total paid FTEs were 6.0 above budget. Total productive FTEs for May were 1,279.9, 4.6 above the budgeted level of 1,275.3. Nonproductive FTEs were 1.4 above budget. Productive FTEs per adjusted occupied bed were 5.73, 0.17 above the budgeted level of 5.56. Total FTEs per adjusted occupied bed were 6.39, 0.18 above the budgeted level of 6.21.

3. **Income - Schedule Board 1**

For the month of May the Hospital realized income of \$3,027,000 from operations.

Total Gross Patient Service Revenue of \$170,684,000 for May was 3.7% below budget.

Deductions from Revenue of \$130,712,000 represented 76.58% of Total Gross Patient Service Revenue. This percentage is below the budgeted amount of 77.62%, primarily due to lower contractual rates.

Total Operating Revenue of \$40,804,000 was \$794,000 (2.0%) above the budget.

Total Operating Expense of \$37,777,000 was \$2,373,000 (5.9%) below the budgeted amount.

The Total Non-Operating Income of \$362,000 for the month includes an unrealized gain on investments of \$123,000 and property tax revenue of \$1,447,000.

The Total Net Income for May was \$3,389,000, which was \$3,917,000 more than the budgeted loss of \$528,000.

The Total Net Income for May using FASB accounting principles, in which the unrealized loss or income on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was \$2,979,000 compared to a budgeted loss of \$796,000.

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

There were no noteworthy changes in assets and liabilities when compared to April 2021.

KIMBERLY HARTZ
Chief Executive Officer

KH/CH



**WASHINGTON HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
May 2021
GASB FORMAT
(In thousands)**

May				YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.		ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
				OPERATING REVENUE				
\$ 99,558	\$ 110,432	\$ (10,874)	-9.8%	1 INPATIENT REVENUE	\$ 1,249,589	\$ 1,178,491	\$ 71,098	6.0%
71,126	66,849	4,277	6.4%	2 OUTPATIENT REVENUE	686,258	678,664	7,594	1.1%
170,684	177,281	(6,597)	-3.7%	3 TOTAL PATIENT REVENUE	1,935,847	1,857,155	78,692	4.2%
(127,722)	(133,974)	6,252	4.7%	4 CONTRACTUAL ALLOWANCES	(1,471,711)	(1,402,631)	(69,080)	-4.9%
(2,990)	(3,633)	643	17.7%	5 PROVISION FOR DOUBTFUL ACCOUNTS	(35,993)	(38,042)	2,049	5.4%
(130,712)	(137,607)	6,895	5.0%	6 DEDUCTIONS FROM REVENUE	(1,507,704)	(1,440,673)	(67,031)	-4.7%
76.58%	77.62%			7 DEDUCTIONS AS % OF REVENUE	77.88%	77.57%		
39,972	39,674	298	0.8%	8 NET PATIENT REVENUE	428,143	416,482	11,661	2.8%
832	336	496	147.6%	9 OTHER OPERATING INCOME	4,354	5,552	(1,198)	-21.6%
40,804	40,010	794	2.0%	10 TOTAL OPERATING REVENUE	432,497	422,034	10,463	2.5%
				OPERATING EXPENSES				
17,890	17,443	(447)	-2.6%	11 SALARIES & WAGES	204,602	188,311	(16,291)	-8.7%
5,282	6,657	1,375	20.7%	12 EMPLOYEE BENEFITS	69,880	71,866	1,986	2.8%
4,756	5,484	728	13.3%	13 SUPPLIES	57,779	56,708	(1,071)	-1.9%
4,530	4,699	169	3.6%	14 PURCHASED SERVICES & PROF FEES	51,642	52,538	896	1.7%
1,313	1,718	405	23.6%	15 INSURANCE, UTILITIES & OTHER	19,040	18,452	(588)	-3.2%
4,006	4,149	143	3.4%	16 DEPRECIATION	43,847	44,613	766	1.7%
37,777	40,150	2,373	5.9%	17 TOTAL OPERATING EXPENSE	446,790	432,488	(14,302)	-3.3%
3,027	(140)	3,167	2262.1%	18 OPERATING INCOME (LOSS)	(14,293)	(10,454)	(3,839)	-36.7%
7.42%	-0.35%			19 OPERATING INCOME MARGIN %	-3.30%	-2.48%		
				NON-OPERATING INCOME & (EXPENSE)				
227	316	(89)	-28.2%	20 INVESTMENT INCOME	2,950	3,479	(529)	-15.2%
37	-	37	0.0%	21 REALIZED GAIN/(LOSS) ON INVESTMENTS	271	-	271	0.0%
(1,700)	(2,364)	664	28.1%	22 INTEREST EXPENSE	(19,808)	(23,345)	3,537	15.2%
228	256	(28)	-10.9%	23 RENTAL INCOME, NET	1,705	2,964	(1,259)	-42.5%
-	-	-	0.0%	24 FOUNDATION DONATION	2,964	-	2,964	0.0%
-	(39)	39	100.0%	25 BOND ISSUANCE COSTS	(718)	(426)	(292)	-68.5%
-	-	-	0.0%	26 FEDERAL GRANT REVENUE	1,069	-	1,069	0.0%
1,447	1,443	4	0.3%	27 PROPERTY TAX REVENUE	15,870	15,874	(4)	0.0%
123	-	123	0.0%	28 UNREALIZED GAIN/(LOSS) ON INVESTMENTS	(1,906)	-	(1,906)	0.0%
362	(388)	750	193.3%	29 TOTAL NON-OPERATING INCOME & EXPENSE	2,397	(1,454)	3,851	264.9%
\$ 3,389	\$ (528)	\$ 3,917	741.9%	30 NET INCOME (LOSS)	\$ (11,896)	\$ (11,908)	\$ 12	0.1%
8.31%	-1.32%			31 NET INCOME MARGIN %	-2.75%	-2.82%		
\$ 2,979	\$ (796)	\$ 3,775	474.2%	32 NET INCOME (LOSS) USING FASB PRINCIPLES**	\$ (13,098)	\$ (14,889)	\$ 1,791	12.0%
7.30%	-1.99%			NET INCOME MARGIN %	-3.03%	-3.53%		

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



**WASHINGTON HOSPITAL
BALANCE SHEET**
May 2021
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			May 2021	Audited June 2020	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			May 2021	Audited June 2020
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 36,018	\$ 68,355	1	CURRENT MATURITIES OF L/T OBLIG	\$ 10,930	\$ 9,500	
2	ACCOUNTS REC NET OF ALLOWANCES		78,608	61,017	2	ACCOUNTS PAYABLE	14,996	18,669	
3	OTHER CURRENT ASSETS		12,966	12,523	3	OTHER ACCRUED LIABILITIES	114,950	116,193	
4	TOTAL CURRENT ASSETS		<u>127,592</u>	<u>141,895</u>	4	INTEREST	8,628	11,247	
					5	TOTAL CURRENT LIABILITIES	<u>149,504</u>	<u>155,609</u>	
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
6	BOARD DESIGNATED FOR CAPITAL AND OTHER		216,142	214,744	6	REVENUE BONDS AND OTHER	211,705	223,881	
7	REVENUE BOND FUNDS		6,643	10,923	7	GENERAL OBLIGATION BONDS	328,617	331,992	
8	BOND DEBT SERVICE FUNDS		19,448	31,387					
9	OTHER ASSETS LIMITED AS TO USE		10,099	10,155	OTHER LIABILITIES				
10	TOTAL ASSETS LIMITED AS TO USE		<u>252,332</u>	<u>267,209</u>	10	NET PENSION LIABILITY	0	31,798	
12	OTHER ASSETS		246,370	222,268	11	SUPPLEMENTAL MEDICAL RETIREMENT	40,124	42,578	
13	OTHER INVESTMENTS		12,131	11,679	12	WORKERS' COMP AND OTHER	8,587	8,440	
14	NET PROPERTY, PLANT & EQUIPMENT		642,632	684,274	14	NET POSITION	519,938	531,834	
15	TOTAL ASSETS		<u>\$ 1,281,057</u>	<u>\$ 1,327,325</u>	15	TOTAL LIABILITIES AND NET POSITION	<u>\$ 1,258,475</u>	<u>\$ 1,326,132</u>	
16	DEFERRED OUTFLOWS		44,895	62,304	16	DEFERRED INFLOWS	67,477	63,497	
17	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,325,952</u>	<u>\$ 1,389,629</u>	17	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS	<u>\$ 1,325,952</u>	<u>\$ 1,389,629</u>	



**WASHINGTON HOSPITAL
OPERATING INDICATORS
May 2021**

12 MONTH AVERAGE	May						YEAR TO DATE						
	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			
149.0	130.4	142.8	(12.4)	-9%	1								
6.9	10.1	5.9	4.2	71%	2	ADULT & PEDIATRIC AVERAGE DAILY CENSUS	150.5	141.3	9.2	7%			
7.2	8.4	8.7	(0.3)	-3%	3	OUTPATIENT OBSERVATION AVERAGE DAILY CENSUS	6.9	5.6	1.3	23%			
						NURSERY AVERAGE DAILY CENSUS	7.3	9.3	(2.0)	-22%			
163.1	148.9	157.4	(8.5)	-5%	4	TOTAL	164.7	156.2	8.5	5%			
2.6	3.0	3.6	(0.6)	-17%	5	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS *	2.6	3.5	(0.9)	-26%			
4,534	4,042	4,427	(385)	-9%	6	ADULT & PEDIATRIC PATIENT DAYS	50,409	47,319	3,090	7%			
209	312	183	129	70%	7	OBSERVATION EQUIVALENT DAYS - OP	2,321	1,885	436	23%			
779	744	913	(169)	-19%	8	ADMISSIONS-ADULTS & PEDIATRIC	8,572	9,621	(1,049)	-11%			
5.77	5.11	4.85	0.26	5%	9	AVERAGE LENGTH OF STAY-ADULTS & PEDIATRIC	5.84	4.92	0.92	19%			
<u>OTHER KEY UTILIZATION STATISTICS</u>													
1.624	1.641	1.477	0.164	11%	10	OVERALL CASE MIX INDEX (CMI)	1.631	1.479	0.152	10%			
<u>SURGICAL CASES</u>													
147	143	169	(26)	-15%	11	JOINT REPLACEMENT CASES	1,602	1,763	(161)	-9%			
23	22	25	(3)	-12%	12	NEUROSURGICAL CASES	248	230	18	8%			
10	13	9	4	44%	13	CARDIAC SURGICAL CASES	112	116	(4)	-3%			
174	165	178	(13)	-7%	14	ALL OTHERS	1,905	1,994	(89)	-4%			
354	343	381	(38)	-10%	15	TOTAL CASES	3,867	4,103	(236)	-6%			
376	298	383	(85)	-22%	16	TOTAL CATH LAB PROCEDURES	4,098	3,934	164	4%			
114	119	131	(12)	-9%	17	DELIVERIES	1,248	1,501	(253)	-17%			
7,058	7,464	7,669	(205)	-3%	18	OUTPATIENT VISITS	78,502	79,286	(784)	-1%			
3,527	3,812	4,174	(362)	-9%	19	EMERGENCY VISITS, EXCLUDING RSTU VISITS	39,293	44,371	(5,078)	-11%			
1,127	0	2,122	(2,122)	-100%	20	RSTU VISITS	11,196	22,932	(11,736)	-51%			
4,654	3,812	6,296	(2,484)	-39%	19	EMERGENCY VISITS, INCLUDING RSTU VISITS	50,489	67,303	(16,814)	-25%			
<u>LABOR INDICATORS</u>													
1,326.3	1,279.9	1,275.3	(4.6)	0%	21	PRODUCTIVE FTE'S	1,327.6	1,247.1	(80.5)	-6%			
173.0	149.7	148.3	(1.4)	-1%	22	NON PRODUCTIVE FTE'S	175.0	177.4	2.4	1%			
1,499.3	1,429.6	1,423.6	(6.0)	0%	23	TOTAL FTE'S	1,502.6	1,424.5	(78.1)	-5%			
5.75	5.73	5.56	(0.17)	-3%	24	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.69	5.60	(0.09)	-2%			
6.50	6.39	6.21	(0.18)	-3%	25	TOTAL FTE/ADJ. OCCUPIED BED	6.44	6.40	(0.04)	-1%			

* included in Adult and Peds Average Daily Census