

The meeting of the Board of Directors of the Washington Township Hospital Development Corporation was held on November 14, 2016 in the Board Room of Washington Hospital, 2000 Mowry Avenue, Fremont, California. Chairman Sah called the meeting to order at 7:32 am. *CALL TO ORDER*

Present: Russ Blowers, Shirley Buschke, Miro Garcia, Gloria Villasana Fuerniss, Benn Sah, M.D., Nancy Farber, Chief Executive Officer *ROLL CALL*

Absent: Tina Nunez, Associate Administrator, Ambulatory Care Services

Also present: Kimberly Hartz, Sr. Associate Administrator, Ambulatory Care Services; Chris Henry, Associate Administrator/CFO; Michael Engle, Sr. Director Ambulatory Care Services; Vanessa Terrasas, Recording Secretary; Donald Pipkin, Chief, Strategic Management

A motion was made by Director Garcia, seconded by Director Blowers to approve the minutes of the meeting of July 26, 2016. The motion was carried by the following vote: *APPROVAL OF MINUTES OF July 26, 2016*

Ayes: Directors Blowers, Buschke, Fuerniss, Garcia and Sah  
Noes: None  
Abstain: None  
Absent: None

Donald Pipkin, Chief of Strategic Management at Washington Hospital, gave an updated presentation on Lean to the Board. Mr. Pipkin explained the Lean process focuses on eliminating waste and inefficient practices in order to continue to excel in providing high quality health care. *EDUCATION SESSION  
Lean Update*

Mr. Pipkin noted to date, we have focused on 8 value streams, completing a total of 45 Kaizen and 3P workshops. The Emergency Department recently finished their workshop and improved patient arrival time to departure by 12%, reduced patient arrival time to rooming by 24%, improved fast track designation by 22% and improved availability of ED physician when fast track opens by 7%.

To date, there are 18 certified Lean workshop leaders, made up of 16 managers and 2 physicians, with another 10-15 individuals to become certified in 2017. Certified Lean instructors are able to teach a 5-day education course for managers, supervisors and coordinators who were not able to go through the 8 days of education.

Ms. Farber noted the Executive Services suite will be built out starting in 2017 to expand the Board Room and relocate the Lean Promotion Office into the suite.

Ms. Farber presented a video to the Board which was in honor of Veterans Day. The video was a tribute recognizing staff and physicians who have served in the Armed Forces. There was also an unveiling of the Wall of Recognition display in honor of them. The Wall of Recognition, lists the employees and physicians who have served in the military, through a permanent wall installation and is located in the Washington West ground floor. *PRESIDENT & CHIEF EXECUTIVE OFFICER REPORT*

Ms. Farber announced that we once again have achieved Magnet recognition and we remain among the top 7.8 percent of hospitals nationwide that have received the highest national credential for nursing excellence.

*PRESIDENT & CHIEF  
EXECUTIVE OFFICER  
REPORT CONT'D*

Ms. Farber noted that the Valley Medical Oncology Consultants (VMOC) located on the second floor at Washington West, is now owned by Stanford. Dr. Vandana Sharma who is a member of the group in Fremont, will continue to see her patients and will relocate to a different office in Fremont. Ms. Farber stated we have a new affiliation with UCSF and have recruited two oncology physicians, Dr. Bogdan Eftimie and Dr. David J. Lee, who will move into Dr. Sharma's old suite and will further develop Washington's comprehensive oncology program.

Ms. Farber noted that the multilevel parking garage for physicians, employees and volunteers, has opened with positive feedback. She noted the Morris Hyman Critical Care Pavilion is on budget and on schedule to be completed in 2018.

Ms. Farber announced that we are in the process of looking at potentially purchasing property at 39300 Civic Center Drive and 2201 Walnut Avenue, Fremont, directly adjacent to the Hospital's campus along Bart Way. The property is on 8.5 acres with two buildings. The buildings are fully leased and would generate revenue for the District and will allow for future growth to meet the needs of the District's residents. It will also allow us to consolidate and centralize services around the main Hospital campus.

Ms. Farber discussed the relocation of the Critical Care waiting area in the hallway leading into the ICU/CCU. The new Critical Care Family Lounge has been relocated down the hall near the main Hospital entrance outside the Lab. The new area is more spacious, expected to be more comfortable and more easily accessible. It also features a video phone monitor that directly connects family to staff in the CCU Unit.

Ms. Farber mentioned the opening of a prenatal diagnostic clinic in the 1900 building in partnership with UCSF. The clinic will allow women with difficult pregnancies to be observed. This service is very much needed in the community and is scheduled to open in 2017.

Ms. Farber spoke about the Community Forum which took place on November 10<sup>th</sup> featuring author Leslie D. Michelson, the author of *The Patient's Playbook*. Mr. Michelson shared lifesaving strategies and decision-making tools that patients and family members can start using now to become savvy health care consumers. Ms. Farber explained that she plans to continue to work together with Mr. Michelson to better inform our staff, physicians and the community about how to navigate and advocate within a complex health care environment.

Ms. Farber talked about the Joint Commission mock survey that was conducted August 16<sup>th</sup> - 18<sup>th</sup>. The actual Joint Commission survey is anticipated to take place as early as spring of 2017 which is 3-4 months earlier than has occurred in the past.

Areas of improvement are being worked on and preparations are underway.

*PRESIDENT & CHIEF  
EXECUTIVE OFFICER  
REPORT CONT'D*

Ms. Farber reviewed the Washington Urgent Care relocation timeline. The location of the Urgent Care from the second floor to the first floor will allow improved access for patients and enhanced flow between patient and staff. The relocation is estimated to start in March 2017 with a completion target date of November 2017.

In accordance with Sections 1461, 1462, 32106 and 32155 of the California Health & Safety Code and Sections 54962 and 54954.5 of the California Government Code, Chairman Sah adjourned the meeting to closed session at 8:46 a.m.

*ADJOURN TO  
CLOSED SESSION*

Chairman Sah adjourned the meeting to open session at 8:56 a.m. He reported that no action was taken in closed session.

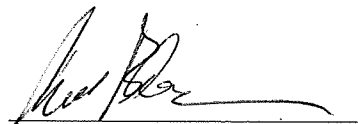
*ADJOURN TO OPEN  
SESSION*

There being no further business, the meeting adjourned at 8:56 a.m. The next meeting is currently scheduled for February 13, 2017 at 7:30a.m.

*ADJOURNMENT TO  
CLOSED SESSION*



Benn Sah, M.D.  
Chair



Russ Blowers  
Secretary