



# Washington Township Health Care District

Board of Directors

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

## BOARD OF DIRECTORS' MEETING Wednesday, March 11, 2026 – 6:00 P.M.

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

<https://whhs.zoom.us/j/99981412172?pwd=gaD3BTjbgMbnmcfZg21JHxyhJ3Xmaz.1>

Passcode: 619182

Board Agenda and Packet can be found at:

[March 2026 | Washington Health](#)

### AGENDA

PRESENTED BY:

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

William Nicholson, MD  
President

II. **ROLL CALL**

Cheryl Renaud  
District Clerk

III. **COMMUNICATIONS**

A. Oral

*This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes on issues or concerns not on the agenda and within the subject matter of jurisdiction of the Board. "Request to Speak" cards should be filled out in advance and presented to the District Clerk. For the record, please state your name.*

B. Written

IV. **CONSENT CALENDAR**

*Items listed under the Consent Calendar include reviewed reports and recommendations and are acted upon by one motion of the Board. Any Board Member or member of the public may remove an item for discussion before a motion is made.*

William Nicholson, MD  
President

A. Consideration of Minutes of the Regular Meetings of the District Board: February 11, 23 & 25, 2026

*Motion Required*

B. Consideration of Resolution No. 1278: Authorizing Investment of Monies in the Local Agency Investment Fund (LAIF)

- |       |   |  |
|-------|---|--|
| V.    | <b>REPORTS</b>  | <b>PRESENTED BY:</b>   |
| VI.   | A. Medical Staff Report                                   | Aaron Barry, MD<br>Chief of Staff                                  |
|       | B. Service League Report                                  | Jill Ziman<br>Service League President                             |
|       | C. Quality Report:<br>Quality Dashboard Q/E December 2025 | Mary Bowron<br>Assistant Vice President & Chief<br>Quality Officer |
|       | D. Finance Report   | Ajay Sial<br>Senior Vice President & Chief<br>Financial Officer    |
|       | E. Hospital Operations Report                             | Kimberly Hartz<br>Chief Executive Officer                          |
|       | F. Health System Calendar Report                          | Kimberly Hartz<br>Chief Executive Officer                          |
| VII.  | <b>ACTION</b>   |  |
| VIII. | <b>ANNOUNCEMENTS</b>                                      |  |
| IX.   | <b>ADJOURNMENT</b>  | William Nicholson, MD<br>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) 818-7401. 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, February 11, 2026 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Nicholson called the meeting to order at 6:00 p.m. and led those in attendance of the meeting in the Pledge of Allegiance.

*CALL TO ORDER*

*PLEDGE OF ALLEGIANCE*

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

*ROLL CALL*

Absent: Jacob Eapen, MD

Also present: Kimberly Hartz, Chief Executive Officer; Ajay Sial, Senior Vice President & Chief Financial Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Tina Nunez, Senior Vice President & Chief Administrative Officer; Terri Hunter, Vice President & Chief Nursing Officer; Brian Smith, MD; Harjit Randhawa; Kristin Ferguson; Jerri Randrup; Harsh Agrawal, MD; Alvin Aguirre; Ramin Beygui, MD; Jordan Melick; Melissa Carvalho; Maria Nunes; Mary Bowron; Gisela Hernandez; Walter Choto; Dianne Martin, MD; Angus Cochran; Felipe Villanueva; Farhan Fadoo, MD; Dan Nardoni; Sheela Vijay; Kel Kanady; John Lee; Laura Anning; Marcus Watkins; Melissa Garcia; Paul Kozachenko, Legal Counsel; Sri Boddu; Cheryl Renaud, Assistant to the Chief Executive Officer & District Clerk; Shirley Ehrlich, Executive Assistant II

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

*OPENING REMARKS*

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

There were no Oral Communications.

*COMMUNICATIONS:  
ORAL*

There were no Written Communications.

*COMMUNICATIONS:  
WRITTEN*

Director Nicholson presented the Consent Calendar for consideration:

*CONSENT CALENDAR*

- A. Consideration of the Minutes of the Regular Meetings of the District Board: January 14, 26 & 28, 2026
- B. Appointment of Antimicrobial Stewardship Leader: Dianne Martin, MD
- C. Appointment of Infection Prevention and Control Officer: Mary Bowron
- D. Appointment of Safety Officer: Dan O'Connell

E. Appointment of Radiation Safety Officer: Fady Kassem

Director Yee moved that the Board of Directors approve the Consent Calendar, Items A-E. Director Wallace seconded the motion.

Roll call was taken:

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

Motion Approved.

Kimberly Hartz, Chief Executive Officer, introduced Dr. Ramin Beygui, Medical Director, Cardiothoracic Surgery Program and Dr. Harsh Agrawal, Medical Director, Structural Heart Program, who presented on the Cardiothoracic Surgery & Structural Heart Program at Washington Health.

*PRESENTATION:  
CT SURGERY AND  
STRUCTURAL HEART  
PROGRAM*

Dr. Beygui began his presentation with the History of Cardiothoracic Surgery at Washington Health. The first Open Heart Surgery was performed by Dr. Robert Pipkin in 1986. In 2016, the affiliation with UCSF for CT Surgery began with Dr. Ramin Beygui and in 2017, a second UCSF CT Surgeon, Dr. Teng Lee joined Washington Health. As of 2025, thousands of Cardiothoracic surgeries have been performed at Washington Health, with 415 beds serving a community of over 400,000 residents.

Dr. Beygui stated that Washington Health treats a wide variety of cardiac conditions such as Coronary Artery Disease, Valve Disease, Aortic Dissection / Aneurysm / Rupture, Atrial Fibrillation and Congenital Defects. The associated procedures include Coronary Artery Bypass Grafting (CABG), Aortic Valve Replacement or repair (surgical or TAVR), Mitral, Tricuspid, Pulmonic Valve Replacement or repair, open surgical or minimally invasive repair (TEVAR/EVAR), Left Atrial Appendage Closure, Maze procedure, Atrial / Ventricular Septal repair and Coarctation of Aorta.

Dr. Beygui highlighted that Washington Health's affiliation with UCSF Health allows us to provide the latest in state-of-the-art technology and advanced cardiac care. From minimally invasive procedures that result in quicker recovery, to complex surgeries, usually only performed at major academic medical centers, our patients receive world-class cardiac care right here in Fremont. In fact, people with emergent heart conditions are transported from all over California for treatment by our Washington Health/UCSF Cardiac Services doctors and surgeons.

The Cardiothoracic Surgery & Structural Heart Program at Washington Health has expanded to include Intensivist Coverage 24 hours a day, 7 days a week, a dedicated Cardiac Anesthesiologist, dedicated Cardiac Operating Room for elective and emergent cases, TAVR, Comprehensive Trauma Service, Robotic CT Surgery, a state-of-the-art Cardiovascular Hybrid Operating Room and Advanced Cardiac Care close to home, reducing the need for referrals outside of the Washington Health System.

Dr. Harsh Agrawal provided an overview on the Structural Heart Program that delivers minimally invasive, catheter-based treatments for complex heart valve and structural conditions that historically required open-heart surgery or were not treatable. Care is led by advanced-trained interventional cardiologists, expanding access for high-risk and elderly patients, while delivering measurable value through shorter length of stay, faster recovery, improved patient experience, and alignment with quality and growth objectives.

All Structural Heart procedures at Washington Health are reported to national clinical registries and governed by federal oversight, supporting quality, safety, and compliance. 100% of post op TAVR and Mitral Valve Transcatheter edge to edge (MTEER) are admitted to the Telemetry Unit instead of the Intensive Care Unit. The Structural Heart Program has expanded to include Left Atrial Appendage Occlusion (LAAO), Cat Scan Protocols, AGENT Drug-Coated Balloon (DCB), Transcatheter Tricuspid valve edge-to-edge repair (T-TEER), Transcatheter Mitral Valve Replacement (TMVR) and Transcatheter Tricuspid Valve Replacement (TTVR).

Larry LaBossiere, Senior Vice President & Chief Operating Officer, thanked Dr. Agrawal and Dr. Beygui for their work and collaboration with the clinics, the hospital staff, including nursing, laboratory and trauma services.

Dr. Aaron Barry, Chief of Medical Staff, joined the meeting and reported that there are 13 new applicants for Medical Staff. There are now a total of 697 Medical Staff members, including 380 active members. Dr. Barry highlighted that Washington Health is anticipating their fourth Magnet Nursing Survey, as this designation is the highest recognition a healthcare organization can receive for nursing excellence awarded by the American Nurses Credentialing Center (ANCC). The Physician Leadership is eager to discuss all the quality work that is being done at Washington Health and underlined that only the top 10% of nursing programs are awarded with a Magnet Designation.

*MEDICAL STAFF  
REPORT*

Sheela Vijay, Service League President, reported that for the month of January 2026, 283 Service League volunteers contributed a total of 3,055 hours across various departments within the hospital.

*SERVICE LEAGUE  
REPORT*

On Tuesday, February 10, 2026, the Service League held their Annual Meeting, where they reflected on the past year, recognized their volunteers, and elected the new board. The Executive Team and the Board of Directors were thanked for attending.

The Service League pledged a \$50,000 donation to the UCSF-Washington Health Cancer Center in 2025, to be distributed in three installments. At the Annual Meeting, the Service League presented the second of the three installments. In addition, the Service League donated an additional \$15,000 to support the purchase of a bladder scanner for the hospital.

Sheela announced the beginning of a new volunteer assignment in the ED Waiting Area. Volunteers will now staff there, offering wayfinding and answering questions. The first trainer for the program, Soumya Rai, shared that she became an ED Waiting Area Trainer because of her background in EMT and interest in Emergency Medicine. Soumya stated that she enjoys helping new volunteers build confidence in a fast-paced environment supported by the Emergency Department staff. There are also two volunteers staffed in the Emergency Department Waiting Area and they are able to provide assistance, as it can be a stressful place for patients and families.

Sheela announced that this was her final report as Service League President and she expressed her gratitude to Angus Cochran, Chief Community Support Services and Kimberly Hartz, Chief Executive Officer, for their leadership and guidance. She also thanked the District Board for their support throughout her three-year term. Each of the Board of Directors also thanked Sheela, as she leaves an indelible impression as President of the Service League.

Kimberly Hartz, Chief Executive Officer, introduced Mary Bowron, Assistant Vice President & Chief Quality Officer, and Dr. Dianne Martin, Chair of Antimicrobial Stewardship Program, who presented the Annual Quality Report for the Infection Prevention Program. Mary Bowron reviewed the background, focus and the multidisciplinary approach of the Infection Prevention Committee. The program components include Quality and Patient Safety, Evidence-Based Policies and Procedures Active Surveillance and Root Cause Analyses and Patient & Family Education. Mary stated that Washington Health reports data through the National Healthcare Safety Network (NHSN), Centers for Medicare and Medicaid Services (CMS), the California Department of Public Health (CDPH) and the Alameda County Public Health Department.

*QUALITY REPORT:  
2026 INFECTION  
PREVENTION  
PROGRAM PLAN*

Mary also reviewed the Infection Prevention Regulatory Updates for 2026 which includes The Joint Commission's National Patient Safety Goals (NPSG) and the Centers for Disease Control/National Healthcare Safety Network (NHSN) case reviews and annual reporting. The Key Practice Improvement Strategies for 2026 includes successful strategies from 2025, the prevention of Healthcare Associated

Infections (HAI). New strategies for 2026 include timely identification and treatment of Multidrug Resistant Organisms (MDRO). The Infection Control Risk Assessment (ICRA) is also required in every Construction Project. The National Health Care Safety Network includes Water Management within its annual patient safety facility survey. The Environment of Care (EoC) is endorsed by the The Joint Commission and the Occupational Safety and Health Administration (OSHA) to ensure that all protocols and standards are met on a regular basis.

Dr. Dianne Martin stated that the Antimicrobial Stewardship Program started in 2010 to monitor and evaluate antibiotic use. The Program utilizes an interdisciplinary approach and includes pharmacists, hospitalists and various staff from laboratory and nursing and information services. Dr. Martin spoke about planning for the 2026 Ongoing Triple Endemic and how to prevent the spread of COVID, Influenza and RSV Infections. Washington Health takes steps to screen, educate, care and provide treatment for patients. The steps to help prevent the spread of disease include vaccination, wearing a mask, washing hands and keeping an immune system healthy by living a healthy lifestyle.

Dr. Martin reported that in California, the Influenza positivity testing rate is very high, the RSV testing positive rate is moderate and the COVID testing positive rate is very low. Washington Health takes initiatives to minimize transmission by screening patients upon admission, isolating symptomatic patients and using personal protective equipment and following national standards for Healthcare Worker Safety.

Dr. Martin mentioned that the campaign to prevent contagious bacterial infections causing severe diarrhea (C-diff) started in 2016 and the infection rate for 2025 was below the National Healthcare Safety Network (NHSN) benchmark. Dr. Martin spoke about Tuberculosis, which is caused by bacteria that attack the lungs or other parts of the body such as the kidney, spine or brain and how Washington Health takes steps to screen, educate, care and provide treatment for patients. All staff are required to complete an Infection Prevention education module upon hire and annually thereafter.

Ajay Sial, Senior Vice President & Chief Financial Officer, presented the Finance Report for December 2025. The average daily inpatient census was 186.4 with discharges of 1,181 resulting in 5,778 patient days. Outpatient observation equivalent days were 202. The average length of stay was 4.83 days. The case mix index was 1.596. Deliveries were 149. Surgical cases were 545. The Outpatient visits were 9,056. Cath Lab cases were 189. Emergency visits were 5,310. Joint Replacement cases were 163. Neurosurgical cases were 41. Cardiac Surgical cases were 44. Total FTEs were 1,704.0. FTEs per adjusted occupied bed was 5.76. Overall, the net income for December was \$10,282,000.

*FINANCE REPORT*

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for January 2026. Patient gross revenue of \$260.1 million for January was favorable to budget of \$255.3 million (1.9%), and favorable compared to January 2025 by \$18.3 million (7.6%).

*HOSPITAL  
OPERATIONS REPORT*

Trauma Cases of 209 for January was favorable to the budget of 168 by 41 (24.4%) and favorable to January 2025 by 40 (23.7%). Trauma gross revenue of \$30.4 million for January was favorable to the budget of \$18.0 million by \$12.4 million (69.1%).

Urgent Care Visits of 635 were unfavorable to budget by 325 (33.9%). YTD visits of 810 were unfavorable to budget by 1,460 (64.3%)

The Average Length of Stay was 5.07. The Average Daily Inpatient Census was 205.6 and was favorable to budget of 199.4 by 6.2 (3.1%). There were 1,239 Discharges that were favorable to budget of 1,184 by 55 (4.6%). There were 6,373 patient days which was favorable to budget of 6,181 by 192 days (3.1%). There were 585 Surgical Cases and 217 Cath Lab cases at the Hospital. Deliveries were 113. Non-Emergency Outpatient visits were 9,189. Emergency Room visits were 5,398. Total Government Sponsored Preliminary Payor Mix was 74.4%, against the budget of 73.5%. Total FTEs per Adjusted Occupied Bed were 4.73.

There was \$353K in charity care adjustments in January 2026.

February Employee of the Month is Gary Tran, Service Line Coordinator, Operating Room.

*EMPLOYEE OF THE  
MONTH*

Kimberly Hartz, Chief Executive Officer, stated that Washington Health launched their Health and Wellness Series for 2026. Complimentary online health seminars and events for the community can be found on the website:

*HOSPITAL CALENDAR*

[HW\\_JanJune2026\\_Catalog\\_WEB-Final.pdf](#)

Past Health Promotions & Community Outreach Events:

- January 15: Fall Prevention Presentation – Acacia Creek
- January 15: Fall Prevention Presentation – Fremont Age Well Center
- January 24: Understanding Swallowing and Reflux Problems – YouTube
- January 27: Advance Healthcare Directives – Washington Health Multispecialty Group
- January 28 – 29: Washington Health Sports Physicals – Newark Memorial High School
- January 30: Newark Little League Sports Safety Training – Danielson Clinic, Newark

- February 4: Washington Health Walk: Blood Pressure and Cholesterol
- February 5: Acacia Creek – Aging and Dementia Presentation
- February 7: TAVR: A Modern Option for Heart Valve Care – YouTube

Upcoming Health Promotions & Community Outreach Events:

- February 21: Choosing the Right Care: PCP, Urgent Care, or Emergency? – YouTube
- February 28: Lunar New Year Community Event – Newark Library
- March 4: Washington Health Smart Walk: Heart Healthy Nutrition – Kennedy Park, Union City
- March 5: Exercise for Joint Health – Acacia Creek
- March 7: Colon Cancer Awareness - YouTube
- March 10: James Logan Career Fair – James Logan High School, Union City

The Foundation hosted its Annual Meeting on Tuesday, January 27, 2026. At the meeting, the trustees voted to disburse over \$6,112,000. This disbursement will help fund the new technology in the operating rooms and imaging suite, as well as construction of the UCSF-Washington Cancer Center and Urgent Care Center. Trustees also welcomed three new members to the Foundation Board.

The Foundation's direct-mail appeal in December raised over \$180,000 in support of the oncology program and other areas of need. The Foundation thanks all the generous donors who contributed to the success of this year-end appeal. The Foundation also recognized long-time donors, John and Chi Wong, who gave a generous matching gift of \$50,000.

There were no Action Items.

*ACTION ITEM*

There were no Announcements.

*ANNOUNCEMENTS*

There was no Closed Session.

*CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 7:42 p.m.

*ADJOURNMENT*

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William Nicholson, MD  
President

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Michael Wallace  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, February 23, 2026 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Nicholson called the meeting to order at 7:32 a.m. and led those in attendance of the meeting 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; Terri Hunter, Vice President & Chief Nursing Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Kristin Ferguson, Vice President, Chief Compliance and Risk Officer; Brian Smith, MD, Chief Medical Information Officer and Quality & Patient Safety Physician Officer; Aaron Barry, MD; Mark Saleh, MD; John Romano, MD; Ranjana Sharma, MD; Jeanie Ahn, MD

There were no Oral communications.

*COMMUNICATIONS:  
ORAL*

There were no Written communications.

*COMMUNICATIONS:  
WRITTEN*

Director Nicholson adjourned the meeting to closed session at 7:34 a.m. as the discussion pertained to Medical Audit and Quality Assurance Matters pursuant to Health & Safety Code Section 32155.

*ADJOURN TO CLOSED  
SESSION*

Director Nicholson reconvened the meeting to open session at 9:01 a.m. and reported no reportable action was taken in closed session.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, the meeting adjourned at 9:01 a.m.

*ADJOURNMENT*

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William Nicholson, MD  
President

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Michael Wallace  
Secretary

Board of Directors' Meeting

February 25, 2026

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A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, February 25, 2026 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. 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*

Director Michael Wallace joined the meeting during closed session at 6:14 p.m. via Zoom.

Also present: Kimberly Hartz, Chief Executive Officer; Ajay Sial, Senior Vice President & Chief Financial Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Tina Nunez, Senior Vice President & Chief Administrative Officer; Terri Hunter, Vice President & Chief Nursing Officer; Paul Kozachenko, Legal Counsel; Cheryl Renaud, Executive Assistant to the CEO & District Clerk; Shirley Ehrlich, Executive Assistant II

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

*OPENING REMARKS*

Director Nicholson noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website. This meeting is being conducted in the Board Room and by Zoom.

There were no Oral Communications.

*COMMUNICATIONS:  
ORAL*

There were no Written Communications.

*COMMUNICATIONS:  
WRITTEN*

There were no Items on the Consent Calendar for consideration.

*CONSENT CALENDAR*

There were no Action Items.

*ACTION ITEM*

There were no Announcements.

*ANNOUNCEMENTS*

Director Nicholson adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Section 32155; Conference Involving Trade Secrets pursuant to Health & Safety Code Section 32106 - Strategic Planning, Conference with Labor Negotiators Pursuant to Government Code Section 54957.6; Agency designated representative(s): Kimberly Hartz, CEO, and Conference with Legal Counsel – Anticipated Litigation pursuant to Government Code Section 54956.9(d)(2).

*ADJOURN TO CLOSED  
SESSION*

Board of Directors' Meeting

February 25, 2026

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Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this meeting was being conducted in the Board Room and via Zoom, there is no way of knowing when the closed session will end. The public was informed they could contact the District Clerk for the Board's report beginning February 26, 2026. The minutes of this meeting will reflect any reportable actions.

Director Nicholson reconvened the meeting to open session at 9:01 p.m. During closed session, the District Clerk reported that the Board of Directors approved the closed session minutes of January 28, 2026 and the Medical Staff Credentials Committee Report by unanimous vote of all directors present. Also, the Board of Directors rejected the claim filed by Urmila Lal, et al. and the Chief Executive Officer was directed to provide the claimants with notice of rejection of claim. Lastly, the Board of Directors rejected the claim filed by Tanuja Singh, and the Chief Executive Officer was directed to provide the claimant with notice of rejection of claim.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 9:01 p.m.

*ADJOURNMENT*

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William Nicholson, MD  
President

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Michael Wallace  
Secretary



## MEMORANDUM

Date: March 3, 2026  
To: Washington Township Health Care District Board of Directors  
From: Kimberly Hartz, Chief Executive Officer  
Subject: Change in Signers for Local Agency Investment Fund (LAIF) Account

This memo provides background to the resolution requesting a change to the authorized signers of Washington Health's Local Agency Investment Fund (LAIF) account.

The resolution requests that Ajay Sial, Senior Vice President & Chief Financial Officer, and Christine Nunez, Senior Vice President & Chief Administrative Officer, be added as authorized signers on Washington Health's LAIF account. Additionally, the resolution requests that Thomas McDonagh and Ed Fayen be removed as authorized signers.

Washington Health effectively uses its LAIF account as a layer between its cash and its long-term assets. The LAIF account provides a larger yield than cash and is accessible with one-day notice.

The requested change will benefit Washington Health by adding more flexibility, as there will be three authorized signers. This will allow quicker movement of funds between accounts as there will be less chance of an internal processing delay.

It is requested that the Board of Directors approve Resolution No. 1278: Authorizing Investment of Monies in the Local Agency Investment Fund (LAIF).

**RESOLUTION NO. 1278**

**RESOLUTION OF THE BOARD OF DIRECTORS OF WASHINGTON  
TOWNSHIP HEALTH CARE DISTRICT AUTHORIZING INVESTMENT OF  
MONIES IN THE LOCAL AGENCY INVESTMENT FUND**

WHEREAS, the Washington Township Health Care District is a local health care district (“District”) that owns and operates a general acute care hospital and provides essential healthcare services to the population residing within the District’s political boundaries, including the cities of Fremont, Newark, Union City, parts of South Hayward and Sunol;

WHEREAS, the Local Agency Investment Fund is established in the State Treasury under Government Code section 16429.1 et. seq. for the deposit of money of a local agency for purposes of investment by the State Treasurer; and

WHEREAS, the Board of Directors hereby finds that the deposit and withdrawal of money in the Local Agency Investment Fund in accordance with Government Code section 16429.1 et. seq. for the purpose of investment as provided therein is in the best interests of the Washington Township Health Care District;

NOW THEREFORE, BE IT RESOLVED, that the Board of Directors hereby authorizes the deposit and withdrawal of Washington Township Health Care District monies in the Local Agency Investment Fund in the State Treasury in accordance with Government Code section 16429.1, et. seq. for the purpose of investment as provided therein.

BE IT FURTHER RESOLVED, as follows:

Section 1. The following District officers holding the title(s) specified hereinbelow in Section 1 are each hereby authorized to order the deposit or withdrawal of monies in the Local Agency Investment Fund and may execute and deliver any and all documents necessary or advisable in order to effectuate the purposes of this resolution and the transactions contemplated hereby:

\_\_\_\_\_  
Kimberly Hartz  
(NAME)  
  
\_\_\_\_\_  
Chief Executive Officer  
(TITLE)  
  
\_\_\_\_\_  
(SIGNATURE)

\_\_\_\_\_  
Ajay Sial  
(NAME)  
  
\_\_\_\_\_  
Senior Vice President  
& Chief Financial Officer  
(TITLE)  
  
\_\_\_\_\_  
(SIGNATURE)

\_\_\_\_\_  
Christine Nunez  
(NAME)  
  
\_\_\_\_\_  
Senior Vice President  
& Chief Administrative Officer  
(TITLE)  
  
\_\_\_\_\_  
(SIGNATURE)

Section 2. The following former officers, Thomas McDonough and Ed Fayen, are hereby removed as authorized District officers.

Section 3. This resolution shall remain in full force and effect until rescinded by the Washington Township Health Care District Board of Directors by resolution and a copy of the resolution rescinding this resolution is filed with the State Treasurer's Office.

Passed and adopted by the Board of Directors of the Washington Township Health Care District on this 11th day of March, 2026 by the following vote:

AYES:

NOES:

ABSENT:

\_\_\_\_\_  
William Nicholson, MD  
President, Board of Directors  
Washington Township Health Care  
District

\_\_\_\_\_  
Michael Wallace  
Secretary, Board of Directors  
Washington Township Health Care District



**WASHINGTON HEALTH**  
**INDEX TO BOARD FINANCIAL STATEMENTS**  
**January 2026**

| <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               |

## MEMORANDUM

Date: February 28, 2026  
 To: Board of Directors  
 From: Kimberly Hartz, Chief Executive Officer  
 Subject: Washington Health (Hospital) – January 2026  
 Operating & Financial Activity

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### SUMMARY OF OPERATIONS

#### 1. Utilization – Schedule Board 3

|                                  | January<br><u>Actual</u> | January<br><u>Budget</u> | Current 12<br><u>Month Avg.</u> |
|----------------------------------|--------------------------|--------------------------|---------------------------------|
| <u>ACUTE INPATIENT:</u>          |                          |                          |                                 |
| IP Average Daily Census          | 205.6                    | 199.4                    | 179.2                           |
| Combined Average Daily Census    | 212.2                    | 209.8                    | 186.0                           |
| No. of Discharges                | 1,239                    | 1,184                    | 1,095                           |
| Patient Days                     | 6,373                    | 6,181                    | 5,450                           |
| Discharge ALOS                   | 5.07                     | 5.22                     | 4.99                            |
| <u>OUTPATIENT:</u>               |                          |                          |                                 |
| OP Visits                        | 9,189                    | 9,714                    | 9,193                           |
| ER Visits                        | 5,398                    | 5,658                    | 5,160                           |
| Observation Equivalent Days – OP | 206                      | 321                      | 206                             |

Comparison of January's actual Acute Inpatient statistics versus the budget showed a higher level of Average Daily Census which translates into higher Patient Days. Discharges were higher than budget, and the Average Length of Stay (ALOS), based on discharged days, out-performed the Budget. Outpatient visits were unfavorable to budget, and Emergency Room visits were unfavorable to budget for the month. Outpatients Observation Equivalent days were favorable to budget.

#### 2. Staffing – Schedule Board 3

Total paid FTEs were below budget. Total productive FTEs for January came in at 1,539.8, below the budgeted level of 1,644.6. Non-Productive FTEs were below budget by 1.0. Total FTEs per Adjusted Occupied Bed were 5.48, or 0.40 better than the budgeted level of 5.88.



### 3. **Income - Schedule Board 1**

Total Gross Patient Revenue of \$260,093,000 for January was \$4,778,000 above the budget, or 1.9%.

Deductions from Revenue totaled \$198,802,000 which equates to a 76.4% blended contractual rate. This was favorable to the budgeted rate of 76.9%.

Total Net Operating Revenue of \$62,783,000 was \$2,470,000 or 4.1% above the Budget.

Total Operating Expenses for the month were \$59,680,000, which was lower than the budget by \$203,000, or 0.3%.

For the month of January, the Hospital reported a Net Operating Gain of \$3,103,000 from Operations, a 4.94% Margin.

The Total Non-Operating Income was unfavorable to budget primarily due to the timing of the annual donation from the Washington Health Foundation. The variance was \$(6,561,000), as \$5,938,000 of the annual donation was recorded in the prior month.

The Net Income for January was \$3,662,000, which equates to a 5.8% Margin, and was (\$4,480,000) below the Budgeted Net Income of \$8,142,000.

The Total Net Gain for January using FASB accounting principles, in which the unrealized gain/loss on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was \$3,183,000 (a 5.07% Margin) compared to Budgeted Income of \$7,179,000 for an unfavorable variance of (\$3,996,000).

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

There were no noteworthy changes in assets and liabilities when compared to December 2025.

KIMBERLY HARTZ  
Chief Executive Officer



**WASHINGTON HEALTH**  
**STATEMENT OF REVENUES AND EXPENSES**  
**January 2026**  
**GASB FORMAT**  
**(In thousands)**

| January          |                  |                  |                    |                   |         | FISCAL YEAR TO DATE |  |                    |                    |                    |                 |        |
|------------------|------------------|------------------|--------------------|-------------------|---------|---------------------|--|--------------------|--------------------|--------------------|-----------------|--------|
| PRIOR YEAR       | ACTUAL           | BUDGET           | FAV<br>(UNFAV) VAR |                   | % VAR.  | PRIOR YEAR          | ACTUAL   | BUDGET             | FAV<br>(UNFAV) VAR |                    | % VAR.          |        |
|                  |                  |                  |                    |                   |         |                     |  |                    |                    |                    |                 |        |
| \$ 143,856       | \$ 164,130       | \$ 158,345       | \$                 | 5,785             | 3.7%    | 1                   | INPATIENT REVENUE                                | \$ 910,082         | \$ 996,901         | \$ 1,022,111       | \$ (25,210)     | -2.5%  |
| 97,925           | 95,963           | 96,970           |                    | (1,007)           | -1.0%   | 2                   | OUTPATIENT REVENUE                               | 650,908            | 635,070            | 625,078            | 9,992           | 1.6%   |
| <b>241,781</b>   | <b>260,093</b>   | <b>255,315</b>   |                    | <b>4,778</b>      | 1.9%    | 3                   | <b>TOTAL PATIENT REVENUE</b>                     | <b>1,560,990</b>   | <b>1,631,971</b>   | <b>1,647,189</b>   | <b>(15,218)</b> | -0.9%  |
| (185,412)        | (193,662)        | (191,638)        |                    | (2,024)           | -1.1%   | 4                   | CONTRACTUAL ALLOWANCES                           | (1,180,372)        | (1,216,406)        | (1,228,139)        | 11,733          | 1.0%   |
| (6,982)          | (5,140)          | (4,653)          |                    | (487)             | -10.5%  | 5                   | PROVISION FOR DOUBTFUL ACCOUNTS                  | (31,450)           | (29,216)           | (32,569)           | 3,353           | 10.3%  |
| <b>(192,394)</b> | <b>(198,802)</b> | <b>(196,291)</b> |                    | <b>(2,511)</b>    | -1.3%   | 6                   | <b>DEDUCTIONS FROM REVENUE</b>                   | <b>(1,211,822)</b> | <b>(1,245,622)</b> | <b>(1,260,708)</b> | <b>15,086</b>   | 1.2%   |
| <b>79.57%</b>    | <b>76.43%</b>    | <b>76.88%</b>    |                    |                   |         | 7                   | <b>DEDUCTIONS AS % OF REVENUE</b>                | <b>77.63%</b>      | <b>76.33%</b>      | <b>76.54%</b>      |                 |        |
| <b>49,387</b>    | <b>61,291</b>    | <b>59,024</b>    |                    | <b>2,267</b>      | 3.8%    | 8                   | <b>NET PATIENT REVENUE</b>                       | <b>349,168</b>     | <b>386,349</b>     | <b>386,481</b>     | <b>(132)</b>    | 0.0%   |
| 1,710            | 1,492            | 1,289            |                    | 203               | 15.7%   | 9                   | OTHER OPERATING INCOME                           | 11,350             | 11,486             | 8,960              | 2,526           | 28.2%  |
| <b>51,097</b>    | <b>62,783</b>    | <b>60,313</b>    |                    | <b>2,470</b>      | 4.1%    | 10                  | <b>TOTAL OPERATING REVENUE</b>                   | <b>360,518</b>     | <b>397,835</b>     | <b>395,441</b>     | <b>2,394</b>    | 0.6%   |
|                  |                  |                  |                    |                   |         |                     | <b>OPERATING EXPENSES</b>                        |                    |                    |                    |                 |        |
| 24,186           | 28,021           | 28,812           |                    | 791               | 2.7%    | 11                  | SALARIES & WAGES                                 | 169,977            | 184,553            | 188,565            | 4,012           | 2.1%   |
| 8,329            | 9,281            | 9,584            |                    | 303               | 3.2%    | 12                  | EMPLOYEE BENEFITS                                | 54,019             | 65,256             | 63,728             | (1,528)         | -2.4%  |
| 6,873            | 8,810            | 7,755            |                    | (1,055)           | -13.6%  | 13                  | SUPPLIES   | 47,737             | 54,661             | 51,256             | (3,405)         | -6.6%  |
| 7,617            | 7,918            | 7,832            |                    | (86)              | -1.1%   | 14                  | PURCHASED SERVICES & PROF SVCS                   | 51,982             | 53,252             | 55,247             | 1,995           | 3.6%   |
| 2,124            | 2,095            | 2,235            |                    | 140               | 6.3%    | 15                  | INSURANCE, UTILITIES & OTHER                     | 13,533             | 14,777             | 16,052             | 1,275           | 7.9%   |
| 3,609            | 3,555            | 3,665            |                    | 110               | 3.0%    | 16                  | DEPRECIATION                                     | 24,503             | 25,003             | 24,964             | (39)            | -0.2%  |
| <b>52,738</b>    | <b>59,680</b>    | <b>59,883</b>    |                    | <b>203</b>        | 0.3%    | 17                  | <b>TOTAL OPERATING EXPENSE</b>                   | <b>361,751</b>     | <b>397,502</b>     | <b>399,812</b>     | <b>2,310</b>    | 0.6%   |
| <b>(1,641)</b>   | <b>3,103</b>     | <b>430</b>       |                    | <b>2,673</b>      | 621.6%  | 18                  | <b>OPERATING INCOME (LOSS)</b>                   | <b>(1,233)</b>     | <b>333</b>         | <b>(4,371)</b>     | <b>4,704</b>    | 107.6% |
| <b>-3.21%</b>    | <b>4.94%</b>     | <b>0.71%</b>     |                    |                   |         | 19                  | <b>OPERATING INCOME MARGIN %</b>                 | <b>-0.34%</b>      | <b>0.08%</b>       | <b>-1.11%</b>      |                 |        |
|                  |                  |                  |                    |                   |         |                     | <b>NON-OPERATING INCOME &amp; (EXPENSE)</b>      |                    |                    |                    |                 |        |
| 672              | 552              | 472              |                    | 80                | 16.9%   | 20                  | INVESTMENT INCOME                                | 4,405              | 4,261              | 3,304              | 957             | 29.0%  |
| (38)             | 41               | -                |                    | 41                | 0.0%    | 21                  | REALIZED GAIN/(LOSS) ON INVESTMENTS              | 37                 | 114                | -                  | 114             | 0.0%   |
| (1,635)          | (1,826)          | (1,647)          |                    | (179)             | -10.9%  | 22                  | INTEREST EXPENSE                                 | (11,567)           | (12,635)           | (11,483)           | (1,152)         | -10.0% |
| 50               | (44)             | 84               |                    | (128)             | -152.4% | 23                  | RENTAL INCOME, NET                               | 1,044              | 512                | 606                | (94)            | -15.5% |
| 5,242            | -                | 6,561            |                    | (6,561)           | -100.0% | 24                  | FOUNDATION DONATION                              | 5,242              | 5,939              | 6,561              | (622)           | -9.5%  |
| -                | 5                | -                |                    | 5                 | 0.0%    | 25                  | BOND ISSUANCE COSTS                              | (1)                | 5                  | -                  | 5               | 0.0%   |
| (3)              | -                | -                |                    | -                 | 0.0%    | 26                  | FEDERAL GRANT REVENUE                            | 153                | -                  | -                  | -               | 0.0%   |
| 2,194            | 2,032            | 2,032            |                    | -                 | 0.0%    | 27                  | PROPERTY TAX REVENUE                             | 14,537             | 14,386             | 14,386             | -               | 0.0%   |
| 214              | 51               | 210              |                    | (159)             |         | 28                  | EQUITY INVESTMENT EARNINGS                       | 1,472              | 482                | 1,465              | (983)           | -67.1% |
| (37)             | -                | -                |                    | -                 |         | 29                  | GAIN (LOSS) ON DISPOSALS                         | (37)               | 673                | -                  | 673             | 0.0%   |
| 232              | (252)            | -                |                    | (252)             | 0.0%    | 30                  | UNREALIZED GAIN/(LOSS) ON INVESTMENTS            | 1,592              | 547                | -                  | 547             | 0.0%   |
| <b>6,891</b>     | <b>559</b>       | <b>7,712</b>     |                    | <b>(7,153)</b>    | -92.8%  | 31                  | <b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>  | <b>16,877</b>      | <b>14,284</b>      | <b>14,839</b>      | <b>(555)</b>    | -3.7%  |
| <b>\$ 5,250</b>  | <b>\$ 3,662</b>  | <b>\$ 8,142</b>  |                    | <b>\$ (4,480)</b> | -55.0%  | 32                  | <b>NET INCOME (LOSS)</b>                         | <b>\$ 15,644</b>   | <b>\$ 14,617</b>   | <b>\$ 10,468</b>   | <b>\$ 4,149</b> | 39.6%  |
| <b>10.27%</b>    | <b>5.83%</b>     | <b>13.50%</b>    |                    |                   |         | 33                  | <b>NET INCOME MARGIN %</b>                       | <b>4.34%</b>       | <b>3.67%</b>       | <b>2.65%</b>       |                 |        |
| <b>\$ 3,913</b>  | <b>\$ 3,183</b>  | <b>\$ 7,179</b>  |                    | <b>\$ (3,996)</b> | -55.7%  | 34                  | <b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b> | <b>\$ 7,187</b>    | <b>\$ 8,300</b>    | <b>\$ 3,564</b>    | <b>\$ 4,736</b> | 132.9% |
| <b>7.66%</b>     | <b>5.07%</b>     | <b>11.90%</b>    |                    |                   |         |                     | <b>NET INCOME MARGIN %</b>                       | <b>1.99%</b>       | <b>2.09%</b>       | <b>0.90%</b>       |                 |        |

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



**WASHINGTON HEALTH  
BALANCE SHEET  
January 2026  
(In thousands)**

| <b>ASSETS AND DEFERRED OUTFLOWS</b> |  | <b>January<br/>2026</b> | <b>Audited<br/>June 2025</b> | <b>LIABILITIES, NET POSITION AND DEFERRED INFLOWS</b> |  | <b>January<br/>2026</b> | <b>Audited<br/>June 2025</b> |
|-------------------------------------|--|-------------------------|------------------------------|---|--|-------------------------|------------------------------|
| <b>CURRENT ASSETS</b>               |  |                         |                              | <b>CURRENT LIABILITIES</b>                            |  |                         |                              |
| 1                                   | CASH & CASH EQUIVALENTS                | \$ 28,024               | \$ 30,849                    | 1   | CURRENT MATURITIES OF L/T OBLIG                      | \$ 10,365               | \$ 9,880                     |
| 2                                   | ACCOUNTS REC NET OF ALLOWANCES         | 89,128                  | 81,212                       | 2   | ACCOUNTS PAYABLE                                     | 30,996                  | 39,261                       |
| 3                                   | OTHER CURRENT ASSETS                   | <u>28,552</u>           | <u>31,385</u>                | 3   | OTHER ACCRUED LIABILITIES                            | 63,314                  | 86,340                       |
| 4                                   | TOTAL CURRENT ASSETS                   | 145,704                 | 143,446                      | 4   | INTEREST   | <u>11,154</u>           | <u>13,801</u>                |
|                                     |  |                         |                              | 5   | TOTAL CURRENT LIABILITIES                            | 115,829                 | 149,282                      |
| <b>ASSETS LIMITED AS TO USE</b>     |  |                         |                              | <b>LONG-TERM DEBT OBLIGATIONS</b>                     |  |                         |                              |
| 5                                   | BOARD DESIGNATED FOR CAPITAL AND OTHER | 161,402                 | 181,650                      | 6   | REVENUE BONDS AND OTHER                              | 205,820                 | 215,181                      |
| 6                                   | GENERAL OBLIGATION BOND FUNDS          | 101,376                 | 129,459                      | 7   | GENERAL OBLIGATION BONDS                             | 464,247                 | 466,177                      |
| 7                                   | REVENUE BOND FUNDS                     | 49,943                  | 50,903                       |   |  |                         |                              |
| 8                                   | BOND DEBT SERVICE FUNDS                | 32,273                  | 41,368                       |   |  |                         |                              |
| 9                                   | OTHER ASSETS LIMITED AS TO USE         | <u>11,553</u>           | <u>11,079</u>                | <b>OTHER LIABILITIES</b>                              |  |                         |                              |
| 10                                  | TOTAL ASSETS LIMITED AS TO USE         | 356,547                 | 414,459                      | 8   | SUPPLEMENTAL MEDICAL RETIREMENT                      | 48,634                  | 46,109                       |
| 11                                  | OTHER ASSETS                           | 399,397                 | 383,105                      | 9   | WORKERS' COMP AND OTHER                              | 11,035                  | 10,540                       |
|                                     |  |                         |                              | 10  | NET PENSION  | 57,835                  | 50,459                       |
| 12                                  | OTHER INVESTMENTS                      | 20,214                  | 26,133                       | 11  | ROU ASSET LONG-TERM                                  | 8,304                   | 9,712                        |
| 13                                  | NET PROPERTY, PLANT & EQUIPMENT        | 591,913                 | 565,182                      | 12  | NET POSITION   | 586,385                 | 571,767                      |
| 14                                  | TOTAL ASSETS                           | <u>\$ 1,513,775</u>     | <u>\$ 1,532,325</u>          | 13  | TOTAL LIABILITIES AND NET POSITION                   | <u>\$ 1,498,089</u>     | <u>\$ 1,519,227</u>          |
| 15                                  | DEFERRED OUTFLOWS                      | 12,325                  | 18,475                       | 14  | DEFERRED INFLOWS                                     | 28,011                  | 31,573                       |
| 16                                  | TOTAL ASSETS AND DEFERRED OUTFLOWS     | <u>\$ 1,526,100</u>     | <u>\$ 1,550,800</u>          | 15  | TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS | <u>\$ 1,526,100</u>     | <u>\$ 1,550,800</u>          |



**WASHINGTON HEALTH  
OPERATING INDICATORS  
January 2026**

| 12 MONTH AVERAGE | January  |         |                 |        |           |  | FISCAL YEAR TO DATE |         |                 |        |
|------------------|--|---------|-----------------|--------|-----------|--|---------------------|---------|-----------------|--------|
|                  | ACTUAL   | BUDGET  | FAV (UNFAV) VAR | % VAR. |           |  | ACTUAL              | BUDGET  | FAV (UNFAV) VAR | % VAR. |
|                  | <b><u>PATIENTS IN HOSPITAL</u></b>             |         |                 |        |           |  |                     |         |                 |        |
| 179.2            | 205.6  | 199.4   | 6.2             | 3%     | <b>1</b>  | ADULT & SCN AVERAGE DAILY CENSUS                     | 176.6               | 185.5   | (8.9)           | -5%    |
| 6.8              | 6.6  | 10.4    | (3.8)           | -37%   | <b>2</b>  | OUTPT OBSERVATION AVERAGE DAILY CENSUS               | 6.5                 | 9.6     | (3.1)           | -32%   |
| 186.0            | 212.2  | 209.8   | 2.4             | 1%     | <b>3</b>  | COMBINED AVERAGE DAILY CENSUS                        | 183.1               | 195.1   | (12.0)          | -6%    |
| 8.5              | 6.8  | 9.1     | (2.3)           | -25%   | <b>4</b>  | NURSERY AVERAGE DAILY CENSUS                         | 8.3                 | 8.4     | (0.1)           | -1%    |
| 194.5            | 219.0  | 218.9   | 0.1             | 0%     | <b>5</b>  | TOTAL  | 191.4               | 203.5   | (12.1)          | -6%    |
| 3.6              | 2.9  | 4.2     | (1.3)           | -31%   | <b>6</b>  | SPECIAL CARE NURSERY AVERAGE DAILY CENSUS            | 3.6                 | 3.9     | (0.3)           | -8%    |
| 5,450            | 6,373  | 6,181   | 192             | 3%     | <b>7</b>  | ADULT & SCN PATIENT DAYS                             | 37,963              | 39,874  | (1,911)         | -5%    |
| 206              | 206  | 321     | 115             | 36%    | <b>8</b>  | OBSERVATION EQUIVALENT DAYS - OP                     | 1,408               | 2,070   | 662             | 32%    |
| 1,095            | 1,239  | 1,184   | 55              | 5%     | <b>9</b>  | DISCHARGES-ADULTS & SCN                              | 7,817               | 7,638   | 179             | 2%     |
| 4.99             | 5.07   | 5.22    | 0.1             | 3%     | <b>10</b> | AVERAGE LENGTH OF STAY-ADULTS & SCN                  | 4.86                | 5.22    | 0.4             | 7%     |
| 3.02             | 3.03   | 3.21    | 0.2             | 6%     | <b>11</b> | AVERAGE LENGTH OF STAY-ADULTS & SCN / CASE MIX INDEX | 2.97                | 3.23    | 0.3             | 8%     |
|                  | <b><u>OTHER KEY UTILIZATION STATISTICS</u></b> |         |                 |        |           |  |                     |         |                 |        |
| 1.652            | 1.675  | 1.626   | 0.049           | 3%     | <b>12</b> | OVERALL CASE MIX INDEX (CMI)                         | 1.635               | 1.617   | 0.018           | 1%     |
|                  | <b><u>SURGICAL CASES</u></b>                   |         |                 |        |           |  |                     |         |                 |        |
| 41               | 46   | 43      | 3               | 7%     | <b>13</b> | CARDIAC  | 323                 | 264     | 59              | 22%    |
| 125              | 131  | 135     | (4)             | -3%    | <b>14</b> | GASTROENTEROLOGY                                     | 894                 | 866     | 28              | 3%     |
| 59               | 59   | 59      | -               | 0%     | <b>15</b> | GENERAL  | 415                 | 382     | 33              | 9%     |
| 26               | 19   | 29      | (10)            | -34%   | <b>16</b> | NEUROSURGERY   | 179                 | 192     | (13)            | -7%    |
| 194              | 240  | 224     | 16              | 7%     | <b>17</b> | ORTHOPEDECS  | 1,366               | 1,453   | (87)            | -6%    |
| 33               | 27   | 29      | (2)             | -7%    | <b>18</b> | UROLOGY  | 192                 | 185     | 7               | 4%     |
| 29               | 38   | 36      | 2               | 6%     | <b>19</b> | VASCULAR   | 218                 | 235     | (17)            | -7%    |
| 31               | 25   | 38      | (13)            | -34%   | <b>20</b> | OTHER  | 218                 | 233     | (15)            | -6%    |
| 537              | 585  | 593     | (8)             | -1%    | <b>21</b> | TOTAL CASES  | 3,805               | 3,810   | (5)             | 0%     |
| 201              | 217  | 217     | -               | 0%     | <b>22</b> | CATH LAB CASES                                       | 1,438               | 1,376   | 62              | 5%     |
| 137              | 113  | 149     | (36)            | -24%   | <b>23</b> | DELIVERIES   | 941                 | 959     | (18)            | -2%    |
| 9,193            | 9,189  | 9,714   | (525)           | -5%    | <b>24</b> | OUTPATIENT VISITS                                    | 64,706              | 63,070  | 1,636           | 3%     |
| 5,160            | 5,398  | 5,658   | (260)           | -5%    | <b>25</b> | EMERGENCY VISITS                                     | 35,921              | 36,485  | (564)           | -2%    |
|                  | <b><u>LABOR INDICATORS</u></b>                 |         |                 |        |           |  |                     |         |                 |        |
| 1,501.4          | 1,539.8  | 1,644.6 | 104.8           | 6%     | <b>26</b> | PRODUCTIVE FTE'S                                     | 1,492.6             | 1,567.3 | 74.7            | 5%     |
| 207.2            | 243.6  | 244.6   | 1.0             | 0%     | <b>27</b> | NON PRODUCTIVE FTE'S                                 | 215.4               | 234.4   | 19.0            | 8%     |
| 1,708.6          | 1,783.4  | 1,889.2 | 105.8           | 6%     | <b>28</b> | TOTAL FTE'S  | 1,708.0             | 1,801.7 | 93.7            | 5%     |
| 5.13             | 4.73   | 5.12    | 0.39            | 8%     | <b>29</b> | PRODUCTIVE FTE/ADJ. OCCUPIED BED                     | 5.16                | 5.24    | 0.08            | 2%     |
| 5.83             | 5.48   | 5.88    | 0.40            | 7%     | <b>30</b> | TOTAL FTE/ADJ. OCCUPIED BED                          | 5.91                | 6.03    | 0.12            | 2%     |