



# 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, May 14, 2025 – 6:00 P.M.

Medical Oncology Conference Room, at Washington West, 2500 Mowry Avenue,  
Second Floor, Suite # 243, Fremont and via Zoom

<https://whhs.zoom.us/j/99981412172?pwd=gaD3BTJbgMbnmcfZg21JHxyhJ3Xmaz.1>

Password: 619182

Board Agenda and Packet can be found at:

[May 2025 | Washington Health](#)

## AGENDA

### PRESENTED BY:

- |   |                                    |
|---|------------------------------------|
| I. <b>CALL TO ORDER &amp;<br/>PLEDGE OF ALLEGIANCE</b>  | Michael Wallace<br>Board President |
| II. <b>ROLL CALL</b>  | Cheryl Renaud<br>District Clerk    |
| III. <b>COMMUNICATIONS</b>  |                                    |
| A. Oral<br><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> |                                    |
| B. Written  |                                    |
| IV. <b>CONSENT CALENDAR</b>   | Michael Wallace<br>Board President |
| <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>  |                                    |
| A. Consideration of the Minutes of the Regular Meetings of the District Board: April 9, 21, 23 & 28, 2025 <i>Motion Required</i>  |                                    |
| B. Consideration of Medical Staff: Dissolution of Podiatry Section  |                                    |

V. **PRESENTATION**

- A. Health System Week

**PRESENTED BY:**

Terri Hunter  
Vice President & Chief Nursing Officer

VI. **REPORTS**

- A. Medical Staff Report

Mark Saleh, MD  
Chief of Medical Staff

- B. Service League Report

Sheela Vijay  
Service League President

- C. Quality Report: Quality Dashboard Q/E March 2025

Mary Bowron  
Assistant Vice President  
& Chief Quality Officer

- D. Finance Report

Ajay Sial  
Interim Senior Vice President  
& Chief Financial Officer

- E. Hospital Operations Report

Kimberly Hartz  
Chief Executive Officer

- F. Hospital Systems Calendar

Kimberly Hartz  
Chief Executive Officer

VII. **ACTION**

VIII. **ANNOUNCEMENTS**

IX. **ADJOURNMENT**

Michael Wallace  
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, April 9, 2025 in the Medical Oncology Conference Room at 2500 Mowry Avenue, Second Floor, Suite # 243, Fremont and Zoom access was provided. Director Wallace 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: Michael Wallace; William Nicholson, MD; Jeannie Yee; Jacob Eapen, MD

*ROLL CALL*

Absent: Bernard Stewart, DDS

Also present: Kimberly Hartz; Tina Nunez; Larry LaBossiere; Ajay Sial; Terri Hunter; Dianne Martin, MD; Paul Kozachenko; Laura Anning; Sheela Vijay; Carmencita Agcaoili, MD; Mark Saleh, MD; Tammi Tyson; John Zubiena; Jerri Randrup; Angus Cochran; Kranthi Achanta, MD; Brian Smith, MD; Gisela Hernandez; Dan Nardoni; Marcus Watkins; Minh-Thu Dennen; Kristin Ferguson; Mary Bowron; Walter Choto; Felipe Villanueva; Noah Bell; Cheryl Renaud; Shirley Ehrlich

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

*OPENING REMARKS*

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

There were no Oral Communications.

*COMMUNICATIONS:  
ORAL*

There were no Written Communications.

*COMMUNICATIONS:  
WRITTEN*

Director Wallace presented the Consent Calendar for consideration:

*CONSENT CALENDAR*

- A. Consideration of the Minutes of the Regular Meetings of the District Board: March 12, 17, 24 & 26 2025.
- B. Consideration of Purchase Order Addendum Request for Washington Radiologists Medical Group (WRMG)

Director Nicholson moved that the Board of Directors approve the Consent Calendar, Items A & B. Director Yee seconded the motion.

Roll call was taken:

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

Motion Approved.

Director Wallace reopened the Oral Communications segment and the following persons commented: Grant Hill; Bhavjot Kaur; Kristian Salcedo; Ann Nasol

*COMMUNICATIONS:  
ORAL*

Kimberly Hartz, Chief Executive Officer, introduced Dr. Carmen Agcaoili, Transitional Care Program Consultant and Dr. Kranthi Achanta, General Surgeon, who presented the 2024/2025 Medical Missions to Bayambang, Pangasinan and Cabanatuan City in the Philippines. The Medical Missions started in 1986 for residents in these small communities who have limited access to healthcare. Washington Health Foundation was able to donate a surplus of substandard to U.S. guidelines and slightly imperfect Personal Protective Equipment. On this mission, Dr. Agcaoili and Dr. Achanta were accompanied by several current and former Washington Health employees and were able to offer services including medical, pediatric, dental, optometry, pharmacy, radiology and surgical. Thousands of reading glasses were distributed and Basic Life Support/Stop the Bleed Education was provided.

*PRESENTATION;  
MEDICAL MISSIONS  
TO PHILIPPINES*

Dr. Achanta emphasized that surgical services were provided with limited resources. The operating rooms were often divided in half by a linen sheet to accommodate simultaneous surgeries. Dr. Agcaoili reported that over 240 surgical services were performed and there was a total of 7,212 patient encounters to celebrate this as a substantially worthwhile mission.

Dr. Mark Saleh, Chief of Medical Staff, reported that there are 664 Medical Staff members, 365 active members. Dr. Saleh stated that Medical Staff Services had a successful luncheon to celebrate National Doctors' Day. The Annual Dinner Dance to honor Dr. Desmond Erasmus is scheduled for June 28, 2025.

*MEDICAL STAFF  
REPORT*

Sheela Vijay, Service League President, reported that for the month of March, 232 Service League volunteers contributed a total of 2,152 hours across various departments within the hospital.

*SERVICE LEAGUE  
REPORT*

The Service League began focusing on recruiting additional WOOF Canine Therapy teams this year. As part of this effort, the WOOF Lead Trainer, Russ Weinberg, developed a series of educational talks that the Service League offers to pet owners. The first of these presentations occurred on March 14 with an engaging session

focused on keeping dogs healthy and happy. About a dozen attendees joined on Zoom and showed great interest in the topics covered by the guest veterinarian. The Service League looks forward to continued engagement with the community and hopes that this initiative encourages more people to explore opportunities available through the Canine Therapy Program.

On March 16, the Service League hosted an information session for potential Nurse Unit Assistant (NUA) Trainers, followed by an orientation session on April 5. The NUA volunteers assist nurses by answering call lights and responding to patient requests, among other duties. The information sessions are designed to nurture future leaders in the healthcare industry, while strengthening the foundation of the Volunteer Program. By engaging volunteers in this way, it not only enhances the service efforts but also fosters mentorship, leadership and growth within the hospital community.

Sheela highlighted the upcoming \$5 Masquerade Sale on April 28 – 30, 2025. This event will feature a wide variety of items at bargain prices, providing an opportunity to support the hospital while enjoying great deals. She encourage everyone to attend and share the event details with friends and family to maximize participation.

Kimberly Hartz, Chief Executive Officer, introduced Dr. Dianne Martin, Chair of the Antimicrobial Stewardship Program, who presented the Annual Antimicrobial Stewardship Report. Antimicrobials are a critical part of modern medicine as it is used to treat common infections and protect patients with chronic conditions. Chemotherapy, Transplant and Dialysis puts patients at risk for infections. Without timely antimicrobials, overwhelming infection can rapidly lead to organ failure and death. While antimicrobials save lives, it can trigger resistance in bacteria. Antimicrobial resistance occurs when bacteria develop mechanisms to defeat antimicrobials designed to eradicate them.

*QUALITY REPORT:  
ANNUAL  
ANTIMICROBIAL  
STEWARDSHIP  
REPORT*

The goals of Antimicrobial Stewardship include promoting the appropriate use of antimicrobial agents, slowing down the development of microbial resistance, preventing the spread of infections caused by resistant organisms, reducing adverse effects of antibiotics and decreasing hospital costs and length of stay.

The National Healthcare Safety Network (NHSN) provides utilization and resistance data/trend reports for Washington Health. The Antimicrobial Stewardship Interdisciplinary Team conducts an annual review of the Antibigram, reviews the resistance trend, updates treatment guidelines and clinical processes to optimize the appropriate use of antimicrobials and identify opportunities for improvement.

Ajay Sial, Interim Vice President & Chief Financial Officer, presented the Finance Report for February 2025. The average daily inpatient census was 188.6 with discharges of 988 resulting in 5,282 patient days. Outpatient observation equivalent

*FINANCE REPORT*

days were 299. The average length of stay was 5.24 days. The case mix index was 1.761. Deliveries were 131. Surgical cases were 515. The Outpatient visits were 8,544. Cath Lab cases were 188. Emergency visits were 5,113. Joint Replacement cases were 198. Neurosurgical cases were 26. Cardiac Surgical cases were 15. Total FTEs were 1,719.5. FTEs per adjusted occupied bed was 5.52. Overall, the net income for February was \$2,500,000.

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for March 2025. Patient gross revenue of \$232.8 million for March was favorable to budget of \$228.6 million (1.8%), and it was higher than March 2024 by \$19.6 million (9.2%).

*HOSPITAL  
OPERATIONS REPORT*

Trauma Cases of 173 for March was favorable to the budget of 117 by 56 (47.9%). Trauma gross revenue of \$18.3 million for March was favorable to the budget of \$14.9 million by \$3.5 million (23.4%).

The Average Length of Stay was 5.05. The Average Daily Inpatient Census was 187.2 and was favorable to budget of 177.2 by 10.0 (5.6%). There were 1,118 Discharges that was favorable to budget of 1,005 by 113 (11.2%).

There were 5,804 patient days and was favorable to budget of 5,494 by 310 days (5.6%). There were 519 Surgical Cases and 212 Cath Lab cases at the Hospital.

Deliveries were 145. Non-Emergency Outpatient visits were 9,202. Emergency Room visits were 5,190. Total Government Sponsored Preliminary Payor Mix was 73.5%, against the budget of 74.4%. Total FTEs per Adjusted Occupied Bed were 5.76.

There was \$384K in charity care adjustments in March 2025.

April Employee of the Month is Romel Javate, Cook in Food & Nutritional Services.

*EMPLOYEE OF THE  
MONTH*

Past Health Promotions & Community Outreach Events:

*HOSPITAL CALENDAR*

- March 19: Stop the Bleed Training – Fremont Community Ambassador Program for Seniors Training
- March 21: Sports Safety Presentation for Fremont Rush Soccer – Washington West
- March 22: Union City Culture Fest – Kennedy Park, Union City
- March 25: Nutrition for Brain Health – Acacia Creek Senior Living Community
- March 26: Diabetes Management – Cottonwood Place Senior Living Apartments
- March 26: Trauma Program Update – Facebook and YouTube
- March 31: National Doctors' Day Luncheon – Anderson Auditorium

- April 1: Walking Safety Heart Smart Challenge Health Walk – Ruggieri Senior Center, Union City
- April 2: Matter of Balance Class – Acacia Creek
- April 8: 70<sup>th</sup> Anniversary Luncheon for Washington Health Service League
- April 9: What to Expect at the Infusion Center – Facebook and YouTube

Upcoming Health Promotions & Community Outreach Events:

- April 12: Union City Spring Egg Hunt – Old Alvarado Park
- April 12: Family Day at the Park – Newark Community Park
- April 19: Fremont Earth Day Event – Fremont Downtown Event Center
- April 21: Advanced Directives and POLSTs – Acacia Creek Retirement Community
- April 23: Advances in Joint Replacement for Younger, More Active Patients – Facebook and YouTube
- April 25: Healthcare Career Panel, Stop the Bleed Training and Lunch Social – Anderson Auditorium
- April 26: New Haven Days – James Logan High School
- April 29: Signs and Symptoms of Stroke – COGIR Retirement Community
- April 30: Diabetes Management – Pauline Weaver Senior Apartments
- May 3: SPOTMe Free Skin Cancer Screening – Fremont Center for Dermatology
- May 3: Car Seat Safety Event, with seat inspections by Alameda County EMS – Washington West Parking Lot
- May 14: Healthy Lifestyles for Kids – Facebook and YouTube

The Annual Washington Health Foundation Golf & Bocce Tournament is scheduled for Monday, May 12 at the Club at Castlewood. This event will be raising funds for Surgical Services at Washington Health. It is anticipated that this will be the final golf tournament hosted by the Foundation and they are planning for a special celebration of the legacy the tournament has created for the health system.

The Foundation is hosting the 39<sup>th</sup> Annual Top Hat Gala on Saturday, October 11, 2025. More details to follow.

There were no Action Items.

*ACTION ITEM*

There being no further business, Director Wallace adjourned the meeting at 8:03 p.m.

*ADJOURNMENT*

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Michael Wallace  
President

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Jacob Eapen, MD  
Secretary

Board of Directors' Meeting

April 21, 2025

Page 1

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, April 21, 2025 in the Medical Oncology Conference Room, Second Floor, Suite # 243 at 2500 Mowry Avenue, Fremont and Zoom access was provided. Director Wallace 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: Michael Wallace; William Nicholson, MD; Jeannie Yee

*ROLL CALL*

Absent: Directors Bernard Stewart, DDS; Jacob Eapen, MD

Also present: Kimberly Hartz; Tina Nunez; Ajay Sial; Paul Kozachenko; Hayden Gallary; Cheryl Renaud; Shirley Ehrlich

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

*OPENING REMARKS*

Director Wallace noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website. This meeting is being conducted in the Medical Oncology Conference 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 ITEMS*

There were no Announcements.

*ANNOUNCEMENTS*

Director Wallace adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to reports regarding Conference involving Labor Negotiators pursuant to Government Code Section 54957.6, Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning) and Conference with Legal Counsel – Anticipated Litigation pursuant to Government Code Section 54956.9(d)(2).

*ADJOURN TO CLOSED  
SESSION*

Director Wallace 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 Medical Oncology Conference 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 April 22, 2025. The minutes of this meeting will reflect any reportable actions.



Director Wallace reconvened the meeting to open session at 7:51 p.m. During closed session, the District Clerk reported that the Board of Directors rejected the claim filed by Tanisha Keene and the Chief Executive Officer was directed to provide the claimant with Notice of Rejection of the Claim.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, Director Wallace adjourned the meeting at 7:51 p.m.

*ADJOURNMENT*

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Michael Wallace  
President

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Jacob Eapen, MD  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, April 23, 2025 in the Medical Oncology Conference Room, Second Floor, Suite # 243 at 2500 Mowry Avenue, Fremont and Zoom access was provided. Director Wallace 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: Michael Wallace; William Nicholson, MD; Jeannie Yee; Bernard Stewart, DDS; Jacob Eapen, MD

*ROLL CALL*

Also present: Kimberly Hartz; Terri Hunter; Ajay Sial; Paul Kozachenko; Cheryl Renaud; Shirley Ehrlich; Ali Hanousek

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

*OPENING REMARKS*

Director Wallace noted that Public Notice for this meeting, including Zoom information, was posted appropriately on our website. This meeting is being conducted in the Medical Oncology Conference 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*

Kimberly Hartz, Chief Executive Officer, provided a brief statement in consideration of the budget for additional seismic regulations called NPC-5 Compliance Standards which focused on non-structural components. The additional seismic regulations dictate emergency capabilities the hospital needs to build or develop in order to maintain functionality after a major seismic, or other catastrophic event. In particular, they dictate that Washington Health needs to provide 3 days of potable water independent of Alameda County Water District and 3 days of hospital sewer waste independent of the Union Sanitary District.

*ACTION ITEM:  
CONSIDERATION OF  
SEISMIC NON-  
STRUCTURAL  
PERFORMANCE  
CATEGORIES (NPC-5)  
PROJECT*

Dr. Nicholson moved that the Board of Directors direct the Chief Executive Officer to execute the appropriate contracts, documents, and arrangements to complete the (NPC-5) design not to exceed \$937,159. Director Eapen seconded the motion.

Roll call was taken:

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

Motion approved.

Kimberly Hartz, Chief Executive Officer, spoke about the importance of an integrated Enterprise Resource Planning (ERP) system. An integrated ERP helps to manage and improve the efficiency of key business functions including those in Finance and Accounting, Human Resources and Supply Chain. Our current ERP systems do not integrate well with each other. It is recommended that Washington Health move forward with Workday.

*ACTION ITEM:  
CONSIDERATION OF  
INTEGRATED  
ENTERPRISE  
RESOURCE PLANNING  
SOLUTION (ERP)*

Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to enter into the necessary contracts and proceed with the purchase of hardware, software, implementation services and other fees for a total amount not to exceed \$4,928,000. Director Eapen seconded the motion.

Roll call was taken:

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

*ANNOUNCEMENTS*

Motion approved.

*ADJOURN TO CLOSED  
SESSION*

There were no Announcements.

Director Wallace adjourned the meeting to closed session at 6:05 p.m., as the discussion pertained to reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Section 32155 and Conference involving Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning). Director Wallace 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 Medical Oncology Conference 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 April 24, 2025. The minutes of this meeting will reflect any reportable actions.

Director Wallace reconvened the meeting to open session at 8:00 p.m. The District Clerk reported that during the closed session, the Board approved the Closed Session Meeting Minutes of March 17 & 26, 2025 and the Medical Staff Credentials Committee Report by unanimous vote of all directors present.

*RECONVENE TO OPEN  
SESSION & REPORT ON  
CLOSED SESSION*

There being no further business, Director Wallace adjourned the meeting at 8:01 p.m.

*ADJOURNMENT*

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Michael Wallace  
President

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Jacob Eapen, MD  
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, April 28, 2025 in the Medical Oncology Conference Room at 2500 Mowry Avenue, Second Floor, Suite #243, Fremont and by Teleconference. 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, MD; Jeannie Yee

*ROLL CALL*

Absent: Michael Wallace

Also present: Kimberly Hartz; Shakir Hyder, MD; Mark Saleh, MD; Ranjana Sharma, MD; John Romano, MD; Rohit Arora, MD; Brian Smith, MD; Larry LaBossiere; Terri Hunter

There were no Oral communications.

*COMMUNICATIONS:  
ORAL*

There were no Written communications.

*COMMUNICATIONS:  
WRITTEN*

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 Section 32155.

*ADJOURN TO CLOSED  
SESSION*

Director Nicholson reconvened the meeting to open session at 8:14 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 8:14 a.m.

*ADJOURNMENT*

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William Nicholson, MD  
First Vice President

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Jacob Eapen, MD  
Secretary

## **MEMORANDUM**

Date: April 23, 2025

To: Kimberley Hartz, Chief Executive Officer

From: Mark Saleh, MD, Chief of Staff

Subject: MEC for Board Approval

The Medical Executive Committee, at its meeting on April 21, 2025, approved the dissolution of the Podiatry Section, currently an Independent Section of the Department of Surgery as delineated in the Medical Staff Organization Manual. As a section, it has been unable to meet the quorum requirements to conduct meetings. It has been approved by the MEC to reclassify Podiatry as an independent specialty within the Surgery Department. As such, it will join ENT, Plastic & Reconstructive, Ophthalmology and dentistry/Oral & Maxillofacial Surgeries as Non-Section specialties, sharing a single "At Large" representative elected by members from this grouping.

Please accept this memorandum as a formal request for presentation to the Board of Directors for final approval of this change.



**WASHINGTON HEALTH**  
**INDEX TO BOARD FINANCIAL STATEMENTS**  
**March 2025**

| <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: April 30, 2025

To: Board of Directors

From: Kimberly Hartz, Chief Executive Officer

Subject: Washington Health (Hospital) – March 2025  
Operating & Financial Activity

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### SUMMARY OF OPERATIONS – (Blue Schedules)

#### 1. Utilization – Schedule Board

|                                  | <u>March<br/>Actual</u> | <u>March<br/>Budget</u> | <u>Current 12<br/>Month Avg.</u> |
|----------------------------------|-------------------------|-------------------------|----------------------------------|
| <u>ACUTE INPATIENT:</u>          |                         |                         |                                  |
| IP Average Daily Census          | 187.2                   | 177.2                   | 164.1                            |
| Combined Average Daily Census    | 192.3                   | 190.8                   | 175.2                            |
| No. of Discharges                | 1118                    | 1,005                   | 955                              |
| Patient Days                     | 5,803                   | 5,493                   | 4,990                            |
| Discharge ALOS                   | 5.05                    | 5.47                    | 5.29                             |
| <u>OUTPATIENT:</u>               |                         |                         |                                  |
| OP Visits                        | 9,202                   | 9,117                   | 8,808                            |
| ER Visits                        | 5,190                   | 5,638                   | 5,247                            |
| Observation Equivalent Days – OP | 159                     | 421                     | 337                              |

Comparison of March'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 favorable to budget, while 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 March came in at 1,504.0, below the budgeted level of 1,583.9. Non-Productive FTEs were above budget by 24.1. Total FTEs per Adjusted Occupied Bed were 5.76, or 0.11 better than the budgeted level of 5.87.

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

Total Gross Patient Revenue of \$232,822,000 for March was \$4,208,000 above the budget, or 1.8%.

Deductions from Revenue totaled \$178,766,000 which equates to a 76.8% blended contractual rate. This was favorable to the budgeted rate of 77.1%.

Total Net Operating Revenue of \$55,103,000 was \$1,352,000 or 2.5% above the Budget.

Total Operating Expenses for the month were \$55,574,000, which was higher than the budget by (\$2,886,000), or (5.5%).

For the month of March, the Hospital realized a Net Operating Loss of (\$471,000) from Operations, a (0.85%) Margin.

The Total Non-Operating Gain of \$1,483,000 for the month includes an unrealized gain on investments of \$126,000 and was favorable to the budget by \$437,000.

The Net Income for March was \$1,012,000, which equates to a 1.8% Margin, and was (\$1,097,000) below the Budgeted Net Income of \$2,109,000.

The Total Net Gain for March using FASB accounting principles, in which the unrealized gain on investments, net interest expense on GO bonds and property tax revenues are removed from the non-operating income and expense, was (\$88,000) (a (0.16%) Margin) compared to Budgeted Income of \$1,757,000 for an unfavorable variance of (\$1,845,000).

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

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

KIMBERLY HARTZ  
Chief Executive Officer





**WASHINGTON HEALTH**  
**STATEMENT OF REVENUES AND EXPENSES**  
**March 2025**  
**GASB FORMAT**  
**(In thousands)**

SCHEDULE BOARD 1

| March                                       |                  |                   |         |    | FISCAL YEAR TO DATE                              |                    |                    |                   |         |
|---|------------------|-------------------|---------|----|--|--------------------|--------------------|-------------------|---------|
| ACTUAL                                      | BUDGET           | FAV (UNFAV) VAR   | % VAR.  |    | ACTUAL   | BUDGET             | FAV (UNFAV) VAR    | % VAR.            |         |
| <b>OPERATING REVENUE</b>                    |                  |                   |         |    |  |                    |                    |                   |         |
| \$ 146,378                                  | \$ 134,362       | \$ 12,016         | 8.9%    | 1  | INPATIENT REVENUE                                | \$ 1,192,641       | \$ 1,175,455       | \$ 17,186         | 1.5%    |
| 86,444                                      | 94,252           | (7,808)           | -8.3%   | 2  | OUTPATIENT REVENUE                               | 825,908            | 808,427            | 17,481            | 2.2%    |
| <b>232,822</b>                              | <b>228,614</b>   | <b>4,208</b>      | 1.8%    | 3  | <b>TOTAL PATIENT REVENUE</b>                     | <b>2,018,549</b>   | <b>1,983,882</b>   | <b>34,667</b>     | 1.7%    |
| (173,174)                                   | (172,056)        | (1,118)           | -0.6%   | 4  | CONTRACTUAL ALLOWANCES                           | (1,522,121)        | (1,493,348)        | (28,773)          | -1.9%   |
| (5,592)                                     | (4,198)          | (1,394)           | -33.2%  | 5  | PROVISION FOR DOUBTFUL ACCOUNTS                  | (41,612)           | (36,418)           | (5,194)           | -14.3%  |
| <b>(178,766)</b>                            | <b>(176,254)</b> | <b>(2,512)</b>    | -1.4%   | 6  | <b>DEDUCTIONS FROM REVENUE</b>                   | <b>(1,563,733)</b> | <b>(1,529,766)</b> | <b>(33,967)</b>   | -2.2%   |
| <b>76.78%</b>                               | <b>77.10%</b>    |                   |         | 7  | <b>DEDUCTIONS AS % OF REVENUE</b>                | <b>77.47%</b>      | <b>77.11%</b>      |                   |         |
| <b>54,056</b>                               | <b>52,360</b>    | <b>1,696</b>      | 3.2%    | 8  | <b>NET PATIENT REVENUE</b>                       | <b>454,816</b>     | <b>454,116</b>     | <b>700</b>        | 0.2%    |
| 1,047                                       | 1,391            | (344)             | -24.7%  | 9  | OTHER OPERATING INCOME                           | 13,448             | 12,505             | 943               | 7.5%    |
| <b>55,103</b>                               | <b>53,751</b>    | <b>1,352</b>      | 2.5%    | 10 | <b>TOTAL OPERATING REVENUE</b>                   | <b>468,264</b>     | <b>466,621</b>     | <b>1,643</b>      | 0.4%    |
| <b>OPERATING EXPENSES</b>                   |                  |                   |         |    |  |                    |                    |                   |         |
| 25,947                                      | 25,247           | (700)             | -2.8%   | 11 | SALARIES & WAGES                                 | 220,540            | 219,287            | (1,253)           | -0.6%   |
| 9,438                                       | 8,080            | (1,358)           | -16.8%  | 12 | EMPLOYEE BENEFITS                                | 72,619             | 69,209             | (3,410)           | -4.9%   |
| 6,963                                       | 7,094            | 131               | 1.8%    | 13 | SUPPLIES   | 61,285             | 63,468             | 2,183             | 3.4%    |
| 7,738                                       | 6,715            | (1,023)           | -15.2%  | 14 | PURCHASED SERVICES & PROF SVCS                   | 66,341             | 60,976             | (5,365)           | -8.8%   |
| 1,869                                       | 2,069            | 200               | 9.7%    | 15 | INSURANCE, UTILITIES & OTHER                     | 17,212             | 17,964             | 752               | 4.2%    |
| 3,619                                       | 3,483            | (136)             | -3.9%   | 16 | DEPRECIATION                                     | 31,950             | 31,302             | (648)             | -2.1%   |
| <b>55,574</b>                               | <b>52,688</b>    | <b>(2,886)</b>    | -5.5%   | 17 | <b>TOTAL OPERATING EXPENSE</b>                   | <b>469,947</b>     | <b>462,206</b>     | <b>(7,741)</b>    | -1.7%   |
| <b>(471)</b>                                | <b>1,063</b>     | <b>(1,534)</b>    | -144.3% | 18 | <b>OPERATING INCOME (LOSS)</b>                   | <b>(1,683)</b>     | <b>4,415</b>       | <b>(6,098)</b>    | -138.1% |
| <b>-0.85%</b>                               | <b>1.98%</b>     |                   |         | 19 | <b>OPERATING INCOME MARGIN %</b>                 | <b>-0.36%</b>      | <b>0.95%</b>       |                   |         |
| <b>NON-OPERATING INCOME &amp; (EXPENSE)</b> |                  |                   |         |    |  |                    |                    |                   |         |
| 715   | 577              | 138               | 23.9%   | 20 | INVESTMENT INCOME                                | 5,749              | 5,188              | 561               | 10.8%   |
| (112)                                       | (154)            | 42                | 27.3%   | 21 | REALIZED GAIN/(LOSS) ON INVESTMENTS              | (152)              | (1,391)            | 1,239             | 89.1%   |
| (1,820)                                     | (1,649)          | (171)             | -10.4%  | 22 | INTEREST EXPENSE                                 | (15,134)           | (14,847)           | (287)             | -1.9%   |
| 52  | 724              | (672)             | -92.8%  | 23 | RENTAL INCOME, NET                               | 1,141              | 3,715              | (2,574)           | -69.3%  |
| -   | -                | -                 | 0.0%    | 24 | FOUNDATION DONATION                              | 5,242              | 1,761              | 3,481             | 197.7%  |
| -   | -                | -                 | 0.0%    | 25 | BOND ISSUANCE COSTS                              | (1)                | -                  | (1)               | 0.0%    |
| -   | 175              | (175)             | -100.0% | 24 | FEDERAL GRANT REVENUE                            | 153                | 1,582              | (1,429)           | -90.3%  |
| 2,194                                       | 1,373            | 821               | 59.8%   | 25 | PROPERTY TAX REVENUE                             | 18,925             | 12,357             | 6,568             | 53.2%   |
| 328   | -                | 328               |         | 26 | EQUITY INVESTMENT EARNINGS                       | 1,971              | (64)               | 2,035             | 3179.7% |
| -   | -                | -                 |         | 27 | GAIN (LOSS) ON DISPOSALS                         | (37)               | (37)               | (37)              | 0.0%    |
| 126   |                  | 126               | 0.0%    | 27 | UNREALIZED GAIN/(LOSS) ON INVESTMENTS            | 2,964              |                    | 2,964             | 0.0%    |
| <b>1,483</b>                                | <b>1,046</b>     | <b>437</b>        | 41.8%   | 28 | <b>TOTAL NON-OPERATING INCOME &amp; EXPENSE</b>  | <b>20,821</b>      | <b>8,301</b>       | <b>12,520</b>     | 150.8%  |
| <b>\$ 1,012</b>                             | <b>\$ 2,109</b>  | <b>\$ (1,097)</b> | -52.0%  | 29 | <b>NET INCOME (LOSS)</b>                         | <b>\$ 19,138</b>   | <b>\$ 12,716</b>   | <b>\$ 6,422</b>   | 50.5%   |
| <b>1.84%</b>                                | <b>3.92%</b>     |                   |         | 30 | <b>NET INCOME MARGIN %</b>                       | <b>4.09%</b>       | <b>2.73%</b>       |                   |         |
| <b>\$ (88)</b>                              | <b>\$ 1,757</b>  | <b>\$ (1,845)</b> | -105.0% | 31 | <b>NET INCOME (LOSS) USING FASB PRINCIPLES**</b> | <b>\$ 7,274</b>    | <b>\$ 9,550</b>    | <b>\$ (2,276)</b> | -23.8%  |
| <b>-0.16%</b>                               | <b>3.27%</b>     |                   |         |    | <b>NET INCOME MARGIN %</b>                       | <b>1.55%</b>       | <b>2.05%</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  
March 2025  
(In thousands)

SCHEDULE BOARD 2

| ASSETS AND DEFERRED OUTFLOWS    |  |  | March<br>2025       | Audited<br>June 2024 | LIABILITIES, NET POSITION AND DEFERRED INFLOWS |  |  | March<br>2025       | Audited<br>June 2024 |
|---------------------------------|--|--|---------------------|----------------------|--|--|--|---------------------|----------------------|
| <b>CURRENT ASSETS</b>           |  |  |                     |                      | <b>CURRENT LIABILITIES</b>                     |  |  |                     |                      |
| 1                               | CASH & CASH EQUIVALENTS                |  | \$ 26,588           | \$ 23,537            | 1  | CURRENT MATURITIES OF L/T OBLIG                      |  | \$ 9,880            | \$ 9,425             |
| 2                               | ACCOUNTS REC NET OF ALLOWANCES         |  | 80,657              | 73,426               | 2  | ACCOUNTS PAYABLE                                     |  | 26,610              | 27,271               |
| 3                               | OTHER CURRENT ASSETS                   |  | 49,638              | 26,784               | 3  | OTHER ACCRUED LIABILITIES                            |  | 103,341             | 74,656               |
| 4                               | TOTAL CURRENT ASSETS                   |  | 156,883             | 123,747              | 4  | INTEREST   |  | 6,295               | 13,961               |
| <b>ASSETS LIMITED AS TO USE</b> |  |  |                     |                      | 5  | TOTAL CURRENT LIABILITIES                            |  | 146,126             | 125,313              |
| 5                               | BOARD DESIGNATED FOR CAPITAL AND OTHER |  | 188,800             | 180,885              | <b>LONG-TERM DEBT OBLIGATIONS</b>              |  |  |                     |                      |
| 6                               | GENERAL OBLIGATION BOND FUNDS          |  | 135,171             | 131,846              | 6  | REVENUE BONDS AND OTHER                              |  | 215,487             | 224,753              |
| 7                               | REVENUE BOND FUNDS                     |  | 50,364              | 48,613               | 7  | GENERAL OBLIGATION BONDS                             |  | 466,325             | 468,300              |
| 8                               | BOND DEBT SERVICE FUNDS                |  | 18,236              | 35,694               | <b>OTHER LIABILITIES</b>                       |  |  |                     |                      |
| 9                               | OTHER ASSETS LIMITED AS TO USE         |  | 10,820              | 10,342               | 8  | SUPPLEMENTAL MEDICAL RETIREMENT                      |  | 43,913              | 41,143               |
| 10                              | TOTAL ASSETS LIMITED AS TO USE         |  | 403,391             | 407,380              | 9  | WORKERS' COMP AND OTHER                              |  | 10,720              | 10,389               |
| 11                              | OTHER ASSETS                           |  | 378,746             | 353,567              | 10   | NET PENSION  |  | 58,513              | 52,379               |
| <b>OTHER INVESTMENTS</b>        |  |  |                     |                      | 11   | ROU ASSET LONG-TERM                                  |  | 11,010              | 8,124                |
| 12                              | OTHER INVESTMENTS                      |  | 25,516              | 23,784               | <b>NET POSITION</b>                            |  |  |                     |                      |
| 13                              | NET PROPERTY, PLANT & EQUIPMENT        |  | 557,212             | 567,806              | 12   | NET POSITION   |  | 570,000             | 550,860              |
| 14                              | TOTAL ASSETS                           |  | <u>\$ 1,521,748</u> | <u>\$ 1,476,284</u>  | 13   | TOTAL LIABILITIES AND NET POSITION                   |  | <u>\$ 1,522,094</u> | <u>\$ 1,481,261</u>  |
| 15                              | DEFERRED OUTFLOWS                      |  | 30,502              | 37,668               | 14   | DEFERRED INFLOWS                                     |  | 30,156              | 32,691               |
| 16                              | TOTAL ASSETS AND DEFERRED OUTFLOWS     |  | <u>\$ 1,552,250</u> | <u>\$ 1,513,952</u>  | 15   | TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS |  | <u>\$ 1,552,250</u> | <u>\$ 1,513,952</u>  |



**WASHINGTON HEALTH  
OPERATING INDICATORS  
March 2025**

| 12 MONTH<br>AVERAGE | March   |         |                       |        |    |   | FISCAL YEAR TO DATE |         |                       |        |
|---------------------|---------|---------|-----------------------|--------|----|---|---------------------|---------|-----------------------|--------|
|                     | ACTUAL  | BUDGET  | FAV<br>(UNFAV)<br>VAR | % VAR. |    |   | ACTUAL              | BUDGET  | FAV<br>(UNFAV)<br>VAR | % VAR. |
| 164.1               | 187.2   | 177.2   | 10.0                  | 6%     | 1  | PATIENTS IN HOSPITAL                      | 168.5               | 176.0   | (7.5)                 | -4%    |
| 11.1                | 5.1     | 13.6    | (8.5)                 | -63%   | 2  | ADULT & PEDS AVERAGE DAILY CENSUS         | 11.4                | 13.3    | (1.9)                 | -14%   |
| 175.2               | 192.3   | 190.8   | 1.5                   | 1%     | 3  | OUTPT OBSERVATION AVERAGE DAILY CENSUS    | 179.9               | 189.3   | (9.4)                 | -5%    |
| 8.1                 | 8.5     | 8.3     | 0.2                   | 2%     | 4  | COMBINED AVERAGE DAILY CENSUS             | 8.4                 | 8.2     | 0.2                   | 2%     |
| 183.3               | 200.8   | 199.1   | 1.7                   | 1%     | 5  | NURSERY AVERAGE DAILY CENSUS              | 188.3               | 197.5   | (9.2)                 | -5%    |
| 3.4                 | 3.8     | 4.4     | (0.6)                 | -14%   | 6  | TOTAL                                     | 3.5                 | 4.3     | (0.8)                 | -19%   |
| 4,990               | 5,803   | 5,493   | 310                   | 6%     | 7  | SPECIAL CARE NURSERY AVERAGE DAILY CENSUS | 46,182              | 48,214  | (2,032)               | -4%    |
| 337                 | 159     | 421     | 262                   | 62%    | 8  | ADULT & PEDS PATIENT DAYS                 | 3,122               | 3,639   | 517                   | 14%    |
| 955                 | 1,118   | 1,005   | 113                   | 11%    | 9  | OBSERVATION EQUIVALENT DAYS - OP          | 8,896               | 8,976   | (80)                  | -1%    |
| 5.29                | 5.05    | 5.47    | 0.4                   | 8%     | 10 | DISCHARGES-ADULTS & PEDS                  | 5.23                | 5.37    | 0.1                   | 3%     |
|                     |         |         |                       |        |    | AVERAGE LENGTH OF STAY-ADULTS & PEDS      |                     |         |                       |        |
| 1.654               | 1.739   | 1.567   | 0.172                 | 11%    | 11 | OTHER KEY UTILIZATION STATISTICS          | 1.631               | 1.579   | 0.052                 | 3%     |
| 196                 | 188     | 195     | (7)                   | -4%    | 12 | OVERALL CASE MIX INDEX (CMI)              | 1,827               | 1,674   | 153                   | 9%     |
| 27                  | 28      | 32      | (4)                   | -13%   | 13 | SURGICAL CASES                            | 239                 | 311     | (72)                  | -23%   |
| 14                  | 17      | 11      | 6                     | 55%    | 14 | ORTHOPEDIC CASES                          | 116                 | 114     | 2                     | 2%     |
| 34                  | 34      | 33      | 1                     | 3%     | 15 | NEUROSURGICAL CASES                       | 301                 | 358     | (57)                  | -16%   |
| 123                 | 126     | 124     | 2                     | 2%     | 16 | CARDIAC SURGICAL CASES                    | 1,100               | 991     | 109                   | 11%    |
| 120                 | 126     | 151     | (25)                  | -17%   | 17 | VASCULAR CASES                            | 1,147               | 1,297   | (150)                 | -12%   |
| 514                 | 519     | 546     | (27)                  | -5%    | 18 | ENDOSCOPY CASES                           | 4,730               | 4,745   | (15)                  | 0%     |
| 193                 | 212     | 193     | 19                    | 10%    | 19 | OTHER SURGICAL CASES                      | 1,729               | 1,785   | (56)                  | -3%    |
| 131                 | 147     | 140     | 7                     | 5%     | 20 | TOTAL CASES                               | 1,244               | 1,149   | 95                    | 8%     |
| 8,808               | 9,202   | 9,117   | 85                    | 1%     | 21 | CATH LAB CASES                            | 79,543              | 79,354  | 189                   | 0%     |
| 5,247               | 5,190   | 5,638   | (448)                 | -8%    | 22 | DELIVERIES                                | 47,562              | 48,674  | (1,112)               | -2%    |
|                     |         |         |                       |        |    | OUTPATIENT VISITS                         |                     |         |                       |        |
| 1,449.4             | 1,504.0 | 1,583.9 | 79.9                  | 5%     | 23 | EMERGENCY VISITS                          |                     |         |                       |        |
| 205.5               | 210.1   | 186.0   | (24.1)                | -13%   | 24 | LABOR INDICATORS                          | 1,459.5             | 1,562.2 | 102.7                 | 7%     |
| 1,654.9             | 1,714.1 | 1,769.9 | 55.8                  | 3%     | 25 | PRODUCTIVE FTE'S                          | 205.7               | 204.7   | (1.0)                 | 0%     |
| 5.20                | 5.05    | 5.25    | 0.20                  | 4%     | 26 | NON PRODUCTIVE FTE'S                      | 1,665.2             | 1,766.9 | 101.7                 | 6%     |
| 5.93                | 5.76    | 5.87    | 0.11                  | 2%     | 27 | TOTAL FTE'S                               | 5.12                | 5.26    | 0.14                  | 3%     |
|                     |         |         |                       |        |    | PRODUCTIVE FTE/ADJ. OCCUPIED BED          | 5.84                | 5.95    | 0.11                  | 2%     |
|                     |         |         |                       |        |    | TOTAL FTE/ADJ. OCCUPIED BED               |                     |         |                       |        |