



Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 | 510.797.1111

Kimberly Hartz, Chief Executive Officer

Board of Directors

Jacob Eapen, MD

William F. Nicholson, MD

Bernard Stewart, DDS

Michael J. Wallace

Jeannie Yee

BOARD OF DIRECTORS' MEETING

Wednesday, July 9, 2025 – 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:

[July 2025 | Washington Health](#)

AGENDA

PRESENTED BY:

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

Michael Wallace
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.

Michael Wallace
President

A. Consideration of Minutes of the Regular Meetings of the District Board: June 11, 16, 23 & 25, 2025

Motion Required

B. Consideration of Budget Amendment to the Roof Replacement Project at 2500 Mowry Avenue

V. **PRESENTATION**

A. Trauma Annual Update

PRESENTED BY:

Jennifer Kubisz
Director, Trauma Program

VI. **REPORTS**

A. Medical Staff Report

Aaron Barry, MD
Chief of Medical Staff

B. Service League Report

Sheela Vijay
Service League President

C. Quality Report:
Annual Stroke Program

Jack Rose, MD
Stroke Program Co-Medical Director

D. Finance Report

Ajay Sial
Interim Senior Vice President & Chief
Financial Officer

E. Hospital Operations Report

Kimberly Hartz
Chief Executive Officer

F. Healthcare System Calendar Report

Kimberly Hartz
Chief Executive Officer

VII. **ACTION**

Motions Required

A. Consideration of Urgent Care Clinic Project Bids &
Budget

Tina Nunez
Senior Vice President & Chief
Administrative Officer

VIII. **ANNOUNCEMENTS**

IX. **ADJOURNMENT**

Michael Wallace
President

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the District Clerk at (510) 818-6500. Notification two working days prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 11, 2025 in the Medical Oncology Conference Room at 2500 Mowry Avenue, Second Floor, Suite # 243, 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; Jacob Eapen, MD

ROLL CALL

Absent: Michael Wallace

Also present: Kimberly Hartz, Chief Executive Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Ajay Sial, Interim Senior Vice President & Chief Financial Officer; Terri Hunter, Vice President & Chief Nursing Officer; Kristin Ferguson; Jill Ziman; Kayla Gupta; John Zubiena; Jessica Haviland; Kel Kanady; Bernadette Dieppe; Mark Saleh, MD; John Lee; Angus Cochran; Brian Smith, MD; Matthew Sciamanna; Eric Galleguillos; Melissa Garcia; Marcus Watkins; Marco Hernandez; Maria Fuentes; 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 broadcast at a later date.

There were no Oral Communications.

*COMMUNICATIONS:
ORAL*

There was one Written Communication that was provided to the Board of Directors.

*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: May 14, 19, 27 & 28, 2025
- B. Consideration of Medical Staff: Medical Staff Bylaws – Provisional Medical Staff
- C. Consideration of Medical Staff: Credentialing Policy – Proctoring
- D. Consideration of Medical Staff: Rules & Regulations Manual – Creation of a Resident Category

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

Roll call was taken:

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

Motion Approved.

Kimberly Hartz, Chief Executive Officer, introduced Ajay Sial, Interim Senior Vice President and Chief Financial Officer and Jessica Haviland, Senior Director of FP&A and Treasury, who presented the Consolidated Budget Estimate for Fiscal Year 2025-2026 for the Health Care District.

*PRESENTATION:
BUDGET ESTIMATE
FY 2025-2026*

The FY 2025-2026 budget provides for: (in thousands)

- Total Net Operating Revenue of \$685,210
- Total Operating Expenses of \$689,938
- Funding of Capital Spending Requests of \$100,001
- General Obligation Bond Property Tax Revenue of \$24,546
- Net Income Targets:
 - Hospital Earnings Before Interest, Depreciation & Amortization (EBIDA) of \$39,286
 - Hospital Operating Income (Loss) of \$(4,727)
 - Hospital Total Net Income of \$15,979
 - Consolidated Net Income (Loss) of (\$16,420)

Funding of \$32,398 in Support of Affiliate Operations

Director Eapen moved for adoption of Resolution No. 1273, which is the Budget Estimate for Fiscal Year 2025-2026. This resolution provides the necessary funds required for the operation of the District and for the continued support of the Washington Township Hospital Development Corporation in its operations to promote the charitable and community service mission of the District. Director Stewart seconded the motion.

*ACTION:
RESOLUTION NO.
1273: FY 2026
CONSOLIDATED
BUDGET ESTIMATE*

Director Nicholson asked if there were any comments from the members of the public. There were none.

Roll call was taken:

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

Motion approved.

Kimberly Hartz, Chief Executive Officer, introduced Angus Cochran, Chief Community Support Services and Kayla Gupta, Community Outreach Manager. Kayla presented the Community Health Needs Assessment (CHNA) for 2025. The purpose of the Community Health Needs Assessment includes providing insight into the health of the community, prioritizing local health needs and recognizing the areas of focus to develop outreach and education strategies to improve the well-being of our community members. The key health needs were identified as economic safety, behavioral health, healthcare access & delivery, inequity & discrimination, cognitive decline, diabetes & obesity, heart/stroke, cancer, maternal/infant health and unintended injuries.

*PRESENTATION:
COMMUNITY HEALTH
NEEDS ASSESSMENT*

The CHNA report will be published on the website by June 30, 2025 and will be shared with the District Cities and Community Partners to solicit additional feedback. It is anticipated that the Health Improvement Plan will be published in the fall.

Director Eapen moved that the Board of Directors accept the findings contained in the 2025 Community Health Needs Assessment. Director Yee seconded the motion.

*ACTION:
COMMUNITY HEALTH
NEEDS ASSESSMENT*

Roll call was taken:

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

Motion approved.

Dr. Mark Saleh, Chief of Medical Staff, reported that there are 671 Medical Staff members, 68 active members. Dr. Saleh stated that the Annual Dinner Dance to honor Dr. Desmond Erasmus with the 2025 Remo Cerruti, MD Physician of the Year Award, is scheduled for June 28, 2025. Dr. Saleh informed the Board that Dr. Aaron Barry will be the new Chief of Staff, starting July 1, 2025 for the next 24 months and Dr. Jeannie Ahn is the next Chief of Staff-Elect.

*PRESENTATION:
MEDICAL STAFF
REPORT*

Jill Ziman, Service League First Vice President, reported that for the month of May, 232 Service League volunteers contributed a total of 1,887 hours across various departments within the hospital. Their steady involvement continues to provide essential support to patients, families, and staff.

*SERVICE LEAGUE
REPORT*

Jill noted that on May 20, a mini orientation was held for six adults in the Service League Office. The attendees were eager to learn more about the opportunities available to volunteers. A larger orientation followed on June 2, welcoming 48 new volunteers, consisting of 5 adults, 15 college students and 28 high school students.

On May 15, 2025 the Service League participated in Washington Health's Celebration of Life event, honoring cancer survivors and those impacted by cancer. At our information table, we offered heart pillows – tokens of comfort and care, generously donated by Sherie Tillman.

High School students interest remains strong as summer begins. The Service League is working closely with the students and their families to ensure a meaningful experience that supports their development and the Service League's Mission.

Ajay Sial, Interim Vice President & Chief Financial Officer, presented the Finance Report for April 2025. The average daily inpatient census was 182.4 with discharges of 1,072 resulting in 5,472 patient days. Outpatient observation equivalent days were 209. The average length of stay was 5.16 days. The case mix index was 1.667. Deliveries were 133. Surgical cases were 534. The Outpatient visits were 9,562. Cath Lab cases were 196. Emergency visits were 5,220. Joint Replacement cases were 178. Neurosurgical cases were 37. Cardiac Surgical cases were 17. Total FTEs were 1,707.6 FTEs per adjusted occupied bed was 5.77. Overall, the net income for March was \$1,762,000.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for May 2025. Patient gross revenue of \$233.3 million for May was favorable to budget of \$220.8 million (5.7%), and it was higher than May 2024 by \$21.3 million (10.0%).

*HOSPITAL
OPERATIONS REPORT*

Trauma Cases of 151 for May was favorable to the budget of 113 by 38 (33.6%). Trauma gross revenue of \$16.6 million for May was favorable to the budget of \$14.3 million by \$2.3 million (16.2%).

The Average Length of Stay was 5.21. The Average Daily Inpatient Census was 179.5 and was favorable to budget of 163.3 by 16.1 (9.9%). There were 1,045 Discharges that was favorable to budget of 971 by 74 (7.6%).

There were 5,563 patient days and was favorable to budget of 5,063 by 500 days (9.9%). There were 541 Surgical Cases and 191 Cath Lab cases at the Hospital. Deliveries were 139. Non-Emergency Outpatient visits were 9,222. Emergency Room visits were 5,399. Total Government Sponsored Preliminary Payor Mix was 74.8%, against the budget of 74.2%. Total FTEs per Adjusted Occupied Bed were 5.73.

There was \$306K in charity care adjustments in May 2025.

June Employee of the Month is Harvey Fortune, Biomedical Electronic Technician, Biomedical Engineering.

EMPLOYEE OF THE MONTH

Past Health Promotions & Community Outreach Events:

HOSPITAL CALENDAR

- May 9: Special Olympics Track & Field – New Haven, Newark and Fremont Unified Schools
- May 15: Bike To Wherever Day – Washington Hospital
- May 15: Celebration of Life for Survivors, Loved Ones, and Care Givers – Anderson Auditorium
- May 21: Fremont Chamber of Commerce's Leadership Fremont Class Graduation – Anderson Auditorium
- May 23: Newark State of the City Address – Newark Civic Center
- May 28: Understanding TIAs: Recognizing Warning Signs and Preventing Strokes – Facebook and YouTube
- June 3: Stop the Bleed: Washington Health Walk – Ruggieri Senior Center
- June 6: Behavior Health Symposium for Professionals: Supporting Resilience, Connection, and Professional Growth – Anderson Auditorium, Washington West
- June 7: Healthy Minds, Strong Communities: Behavioral Health Fair for Community Members – Anderson Auditorium, Washington West
- June 11: Mastering Weight Management: Boosting Metabolism for Lasting Results – Facebook and YouTube

Upcoming Health Promotions & Community Outreach Events:

- June 17: Back Pain & Joint Replacement – Acacia Creek Retirement Community
- June 21: Fremont Pride Fair – Fremont Main Library
- June 25: Future of Surgery: Robotic Advances with the da Vinci System – Facebook & YouTube
- June 26: BP Checks and Stroke Education – Western Allied Mechanical, Union City
- June 26 – July 3: Fremont Summer Concert Series – Fremont Central Park Pavilion

- July 6: Alameda County Fair Junior Livestock Auction – Alameda County Fairgrounds
- July 9: Understanding Peripheral Vascular Disease – Facebook & YouTube

The Foundation hosted the 38th Annual Golf & Bocce Tournament on Monday, May 12 at the Club at Castlewood. Gross proceeds totaled more than \$124,000 to support the purchase of equipment for the Hospital's operating rooms and trauma center.

The Foundation continues planning for the 39th Annual Top Hat Gala on Saturday, October 11, 2025.

The Foundation is accepting applications for the Dr. Albert V. Assali Scholarship, which is awarded annually to a high school senior or college student pursuing higher education in the field of medicine. The scholarship aims to further the field of medicine by supporting the education of local students from the Tri-City Area. Applications can be found at whhs.com/scholarships and are due by July 29, 2025.

Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to proceed with entering a Contract with the Freight Checkers, Clerical Employees and Helpers Union, Local 856, International Brotherhood of Teamsters. Director Yee seconded the motion.

*ACTION ITEM:
RESOLUTION 1272
FREIGHT CHECKERS,
EMPLOYEES AND
HELPERS UNION,
LOCAL 856,
INTERNATIONAL
BROTHERHOOD OF
TEAMSTERS*

Roll call was taken:

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

Motion approved.

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

ADJOURNMENT

Michael Wallace
President

Jacob Eapen, MD
Secretary

Board of Directors' Meeting

June 16, 2025

Page 1

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 16, 2025 in the Medical Oncology Conference Room, Second Floor, Suite # 243 at 2500 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; Bernard Stewart, DDS; Jacob Eapen, MD

ROLL CALL

Absent: Michael Wallace; Jeannie Yee

Also present: Kimberly Hartz, Chief Executive Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Tina Nunez, Senior Vice President & Chief Administrative Officer; Ajay Sial, Interim Senior Vice President & Chief Financial 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 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, introduced Timothy McLarney, PhD, President of True North Research who discussed the results of the Parcel Tax Feasibility Survey.

*PRESENTATION:
FEASIBILITY OF
ALTERNATIVE
REVENUE SOURCES*

There were no Action Items.

ACTION ITEMS

There were no Announcements.

ANNOUNCEMENTS

Director Nicholson adjourned the meeting to closed session at 6:22 p.m., as the discussion pertained to reports regarding Conference Involving Trade Secrets pursuant to Health & Safety Code Section 32106 - Strategic Planning.

*ADJOURN TO CLOSED
SESSION*

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 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 June 17, 2025. The minutes of this meeting will reflect any reportable actions.

Director Nicholson reconvened the meeting to open session at 7:34 p.m. During closed session, the District Clerk reported that there were no reportable actions taken.

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Nicholson adjourned the meeting at 7:34 p.m.

ADJOURNMENT

Michael Wallace
President

Jacob Eapen, MD
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Monday, June 23, 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; Jeannie Yee

ROLL CALL

Absent: Michael Wallace; Jacob Eapen, MD

Also present: Kimberly Hartz, Chief Executive Officer; Shakir Hyder, MD; Mark Saleh, MD; Ranjana Sharma, MD; Aaron Barry, MD; John Romano, MD; Rohit Arora, MD; Larry LaBossiere, Senior Vice President & Chief Operating Officer

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 8:10 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 8:10 a.m.

ADJOURNMENT

Michael Wallace
President

Jacob Eapen, MD
Secretary

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, June 25, 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, Chief Executive Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Tina Nunez, Senior Vice President & Chief Administrative Officer; Ajay Sial, Interim Senior Vice President & Chief Financial Officer; Terri Hunter, Vice President & Chief Nursing Officer; Paul Kozachenko, Legal Counsel; Cheryl Renaud, District Clerk & Executive Assistant to the Chief Executive Officer; Shirley Ehrlich, Executive Assistant II

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

Director Eapen moved that the Board of Directors authorize the Chief Executive Officer to proceed with the contracts necessary to begin design development services for the Expansion Hospital Project for an amount not to exceed \$1,546,590.

*ACTION ITEM:
CONSIDERATION OF
EXPANSION (PHASE III)
BUILDING: APPROVAL
OF ARCHITECT
DESIGN
DEVELOPMENT FEES*

Director Nicholson seconded the motion.

Roll call was taken:

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

Motion approved.

Director Eapen moved that the Board of Directors approve the recommendation of the CEO as follows:

Resolution No. 1274, which accepts the certification by the Alameda County Registrar of Voters, attached as Exhibit "A", and the clerk certification by the Washington Township Health Care District Clerk attached as Exhibit "B", that the Initiative Petition contained sufficient signatures; and

Direct staff to prepare a resolution to submit the Initiative to a vote of the District electorate for adoption at a future Board meeting, including a proposed ballot question, pursuant to Elections Code sections 1405 and 9310.

Director Stewart seconded the motion.

Roll call was taken:

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

Motion approved.

There were no announcements.

Director Wallace adjourned the meeting to closed session at 6:08 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) and Conference with Legal Counsel – Anticipated Litigation pursuant to Government Code Section 54956.9(d)(2). 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 that they could contact the District Clerk for the Board's report beginning June 26, 2025. The minutes of this meeting will reflect any reportable actions.

Director Wallace reconvened the meeting to open session at 8:44 p.m. The District Clerk reported that during the closed session, the Board approved the Closed Session Meeting Minutes of May 19 & 28, 2025 and the Medical Staff Credentials Committee Report by unanimous vote of all directors present.

*RESOLUTION NO. 1274:
ACCEPTANCE OF
ALAMEDA COUNTY
REGISTRAR OF
VOTERS AND DISTRICT
CLERK'S
CERTIFICATION OF
EXAMINATION
RESULTS REGARDING
INITIATIVE PETITION
ENTITLED MEDICAL
EMERGENCY AND LIFE
SAVING CARE
FUNDING ACT*

ANNOUNCEMENTS

*ADJOURN TO CLOSED
SESSION*

*RECONVENE TO OPEN
SESSION & REPORT ON
CLOSED SESSION*

There being no further business, Director Wallace adjourned the meeting at 8:44 p.m.

ADJOURNMENT

Michael Wallace
President

Jacob Eapen, MD
Secretary

MEMORANDUM

Date: July 3, 2025

To: Washington Township Health District Board of Directors

From: Kimberly Hartz, Chief Executive Officer

Subject: Approval of additional fees for the 2500 Mowry Roof Replacement Project

On September 25, 2024, the Board of Directors under resolution #1267 approved the 2500 Mowry Roof Replacement Project for \$1,815,260. The project area covers approximately 55,700 sq ft. Additional funds are being requested for the following unforeseen conditions and corrective work associated with the roof replacement project.

- Sixty-nine [69] new sleepers, seven [7] new roof curbs and nine [9] additional electrical penetrations were required in association with the new duct work for the Cancer Center Project and were not shown on the roofing bid documents.
- Drip edge and new wood nailers around the perimeter of the carpenter shop and elevator penthouse required additional materials discovered upon demolition.
- Additional waterproofing was needed to avoid leaks with the placement of the specialized roofing materials.

As the Board is aware, once completed, the Cancer Center Project will significantly expand the capacity of our Washington Health-UCSF Cancer Center to treat critically ill patients who might not otherwise have timely access to potentially life-saving care. Therefore, it is urgent that we finish the roofing project as soon as possible in coordination with the Cancer Center Project. Issuing the change order to the current contractor for the above-described work aligns with the Board's findings in Resolution #1267.

Staff recommends that the Board of Directors approve an additional \$160,987 to complete the project. This will raise the not-to-exceed amount from \$1,815,260 to \$1,976,247. It is further recommended that the Board of Directors authorize the Chief Executive Officer to execute the agreements to complete the above-described work.



WASHINGTON HEALTH
INDEX TO BOARD FINANCIAL STATEMENTS
May 2025

<u>Schedule Reference</u>	<u>Schedule Name</u>
Board - 1	Statement of Revenues and Expenses
Board - 2	Balance Sheet
Board - 3	Operating Indicators

MEMORANDUM

Date: June 30, 2025

To: Board of Directors

From: Kimberly Hartz, Chief Executive Officer

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

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board

	<u>May Actual</u>	<u>May Budget</u>	<u>Current 12 Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	179.5	163.4	169
Combined Average Daily Census	186	177.4	179.6
No. of Discharges	1045	971	986
Patient Days	5,564	5,064	5,137
Discharge ALOS	5.21	5.22	5.21
<u>OUTPATIENT:</u>			
OP Visits	9,222	9,501	8,872
ER Visits	5,403	5,717	5,266
Observation Equivalent Days – OP	203	434	323

Comparison of May'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 May came in at 1,512.4, below the budgeted level of 1,527.7. Non-Productive FTEs were below budget by 0.2. Total FTEs per Adjusted Occupied Bed were 5.73, or 0.15 better than the budgeted level of 5.88.

3. **Income - Schedule Board 1**

Total Gross Patient Revenue of \$233,328,000 for May was \$12,544,000 above the budget, or 5.7%.

Deductions from Revenue totaled \$179,682,000 which equates to a 77.0% blended contractual rate. This was equal to the budgeted rate of 77.0%.

Total Net Operating Revenue of \$54,774,000 was \$2,605,000 or 5.0% above the Budget.

Total Operating Expenses for the month were \$55,833,000, which was higher than the budget by (\$4,108,000), or (7.9%). \$3.2M of this increase was due to salary and benefit increases compared to budget.

For the month of May, the Hospital realized a Net Operating Loss of (\$1,059,000) from Operations, a (1.93%) Margin.

The Total Non-Operating Income of \$540,000 for the month includes an unrealized loss on investments of (\$821,000) and was unfavorable to the budget by (\$565,000).

The Net loss for May was (\$519,000), which equates to a (0.9%) Margin, and was (\$2,068,000) below the Budgeted Net Income of \$1,549,000.

The Total Net Loss for May 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 (\$733,000) (a (1.34%) Margin) compared to Budgeted Income of \$1,197,000 for an unfavorable variance of (\$1,930,000).

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

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

KIMBERLY HARTZ
Chief Executive Officer



SCHEDULE BOARD 1

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

May			
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
\$ 141,775	\$ 124,381	\$ 17,394	14.0%
91,553	96,403	(4,850)	-5.0%
233,328	220,784	12,544	5.7%
(176,945)	(165,951)	(10,994)	-6.6%
(2,737)	(4,054)	1,317	32.5%
(179,682)	(170,005)	(9,677)	-5.7%
77.01%	77.00%		
53,646	50,779	2,867	5.6%
1,128	1,390	(262)	-18.8%
54,774	52,169	2,605	5.0%
25,467	24,297	(1,170)	-4.8%
9,993	7,993	(2,000)	-25.0%
7,437	7,124	(313)	-4.4%
7,556	6,771	(785)	-11.6%
1,717	2,069	352	17.0%
3,663	3,471	(192)	-5.5%
55,833	51,725	(4,108)	-7.9%
(1,059)	444	(1,503)	-338.5%
-1.93%	0.85%		
678	577	101	17.5%
(12)	(155)	143	92.3%
(1,776)	(1,650)	(126)	-7.6%
97	784	(687)	-87.6%
-	-	-	0.0%
-	-	-	0.0%
-	176	(176)	-100.0%
2,194	1,373	821	59.8%
180	-	180	
-	-	-	
(821)	-	(821)	0.0%
540	1,105	(565)	-51.1%
\$ (519)	\$ 1,549	\$ (2,068)	-133.5%
-0.95%	2.97%		
\$ (733)	\$ 1,197	\$ (1,930)	-161.2%
-1.34%	2.29%		

1	OPERATING REVENUE
1	INPATIENT REVENUE
2	OUTPATIENT REVENUE
3	TOTAL PATIENT REVENUE
4	CONTRACTUAL ALLOWANCES
5	PROVISION FOR DOUBTFUL ACCOUNTS
6	DEDUCTIONS FROM REVENUE
7	DEDUCTIONS AS % OF REVENUE
8	NET PATIENT REVENUE
9	OTHER OPERATING INCOME
10	TOTAL OPERATING REVENUE
	OPERATING EXPENSES
11	SALARIES & WAGES
12	EMPLOYEE BENEFITS
13	SUPPLIES
14	PURCHASED SERVICES & PROF SVCS
15	INSURANCE, UTILITIES & OTHER
16	DEPRECIATION
17	TOTAL OPERATING EXPENSE
18	OPERATING INCOME (LOSS)
19	OPERATING INCOME MARGIN %
	NON-OPERATING INCOME & (EXPENSE)
20	INVESTMENT INCOME
21	REALIZED GAIN/(LOSS) ON INVESTMENTS
22	INTEREST EXPENSE
23	RENTAL INCOME, NET
24	FOUNDATION DONATION
25	BOND ISSUANCE COSTS
24	FEDERAL GRANT REVENUE
25	PROPERTY TAX REVENUE
26	EQUITY INVESTMENT EARNINGS
27	GAIN (LOSS) ON DISPOSALS
27	UNREALIZED GAIN/(LOSS) ON INVESTMENTS
28	TOTAL NON-OPERATING INCOME & EXPENSE
29	NET INCOME (LOSS)
30	NET INCOME MARGIN %
31	NET INCOME (LOSS) USING FASB PRINCIPLES**
	NET INCOME MARGIN %

FISCAL YEAR TO DATE			
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
\$ 1,472,144	\$ 1,421,063	\$ 51,081	3.6%
1,003,035	997,892	5,143	0.5%
2,475,179	2,418,955	56,224	2.3%
(1,869,335)	(1,820,353)	(48,982)	-2.7%
(45,150)	(44,406)	(744)	-1.7%
(1,914,485)	(1,864,759)	(49,726)	-2.7%
77.35%	77.09%		
560,694	554,196	6,498	1.2%
16,421	15,287	1,134	7.4%
577,115	569,483	7,632	1.3%
270,398	267,553	(2,845)	-1.1%
92,793	85,217	(7,576)	-8.9%
75,740	77,629	1,889	2.4%
81,889	74,525	(7,364)	-9.9%
20,807	22,104	1,297	5.9%
39,140	38,249	(891)	-2.3%
580,767	565,277	(15,490)	-2.7%
(3,652)	4,206	(7,858)	-186.8%
-0.63%	0.74%		
7,148	6,341	807	12.7%
(181)	(1,701)	1,520	89.4%
(18,612)	(18,147)	(465)	-2.6%
1,351	5,102	(3,751)	-73.5%
5,242	3,521	1,721	48.9%
(1)	-	(1)	0.0%
153	1,934	(1,781)	-92.1%
23,313	15,103	8,210	54.4%
2,401	(64)	2,465	3851.6%
(37)	-	(37)	0.0%
3,256	-	3,256	0.0%
24,033	12,089	11,944	98.8%
\$ 20,381	\$ 16,295	\$ 4,086	25.1%
3.53%	2.86%		
\$ 6,165	\$ 12,425	\$ (6,260)	-50.4%
1.07%	2.18%		

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



WASHINGTON HEALTH
BALANCE SHEET
May 2025
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			May 2025	Audited June 2024	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			May 2025	Audited June 2024
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 11,142	\$ 23,537	1	CURRENT MATURITIES OF L/T OBLIG		\$ 9,880	\$ 9,425
2	ACCOUNTS REC NET OF ALLOWANCES		86,691	73,426	2	ACCOUNTS PAYABLE		26,016	27,271
3	OTHER CURRENT ASSETS		41,488	26,784	3	OTHER ACCRUED LIABILITIES		95,061	74,656
4	TOTAL CURRENT ASSETS		139,321	123,747	4	INTEREST		11,213	13,961
					5	TOTAL CURRENT LIABILITIES		142,170	125,313
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
5	BOARD DESIGNATED FOR CAPITAL AND OTHER		190,314	180,885	6	REVENUE BONDS AND OTHER		215,283	224,753
6	GENERAL OBLIGATION BOND FUNDS		136,123	131,846	7	GENERAL OBLIGATION BONDS		466,226	468,300
7	REVENUE BOND FUNDS		50,748	48,613					
8	BOND DEBT SERVICE FUNDS		26,522	35,694					
9	OTHER ASSETS LIMITED AS TO USE		11,079	10,342					
10	TOTAL ASSETS LIMITED AS TO USE		414,786	407,380	OTHER LIABILITIES				
					8	SUPPLEMENTAL MEDICAL RETIREMENT		45,927	41,143
11	OTHER ASSETS		382,202	353,567	9	WORKERS' COMP AND OTHER		10,541	10,389
					10	NET PENSION		61,326	52,379
					11	ROU ASSET LONG-TERM		8,959	8,124
12	OTHER INVESTMENTS		25,968	23,784					
13	NET PROPERTY, PLANT & EQUIPMENT		558,650	567,806	12	NET POSITION		571,243	550,860
14	TOTAL ASSETS		<u>\$ 1,520,927</u>	<u>\$ 1,476,284</u>	13	TOTAL LIABILITIES AND NET POSITION		<u>\$ 1,521,675</u>	<u>\$ 1,481,261</u>
15	DEFERRED OUTFLOWS		28,910	37,668	14	DEFERRED INFLOWS		28,162	32,691
16	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,549,837</u>	<u>\$ 1,513,952</u>	15	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS		<u>\$ 1,549,837</u>	<u>\$ 1,513,952</u>



WASHINGTON HEALTH
OPERATING INDICATORS
May 2025

						FISCAL YEAR TO DATE				
May										
12 MONTH AVERAGE	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.			ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
PATIENTS IN HOSPITAL										
169.0	179.5	163.4	16.1	10%	1	ADULT & PEDS AVERAGE DAILY CENSUS	170.8	173.9	(3.1)	-2%
10.6	6.5	14.0	(7.5)	-54%	2	OUTPT OBSERVATION AVERAGE DAILY CENSUS	10.5	13.4	(2.9)	-22%
179.6	186.0	177.4	8.6	5%	3	COMBINED AVERAGE DAILY CENSUS	181.3	187.3	(6.0)	-3%
8.3	9.1	7.6	1.5	20%	4	NURSERY AVERAGE DAILY CENSUS	8.4	8.1	0.3	4%
187.9	195.1	185.0	10.1	5%	5	TOTAL	189.7	195.4	(5.7)	-3%
3.3	2.9	4.0	(1.1)	-28%	6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS	3.4	4.3	(0.9)	-21%
5,137	5,564	5,064	500	10%	7	ADULT & PEDS PATIENT DAYS	57,218	58,248	(1,030)	-2%
323	203	434	231	53%	8	OBSERVATION EQUIVALENT DAYS - OP	3,534	4,490	956	21%
986	1,045	971	74	8%	9	DISCHARGES-ADULTS & PEDS	11,013	10,883	130	1%
5.21	5.21	5.22	0.0	0%	10	AVERAGE LENGTH OF STAY-ADULTS & PEDS	5.22	5.35	0.1	2%
OTHER KEY UTILIZATION STATISTICS										
1.658	1.660	1.658	0.002	0%	11	OVERALL CASE MIX INDEX (CMI)	1.585	1.590	(0.005)	0%
SURGICAL CASES										
197	200	194	6	3%	12	ORTHOPEDIC CASES	2,205	2,061	144	7%
28	33	32	1	3%	13	NEUROSURGICAL CASES	309	374	(65)	-17%
14	18	13	5	38%	14	CARDIAC SURGICAL CASES	151	137	14	10%
33	35	41	(6)	-15%	15	VASCULAR CASES	370	440	(70)	-16%
123	123	111	12	11%	16	ENDOSCOPY CASES	1,362	1,229	133	11%
125	132	139	(7)	-5%	17	OTHER SURGICAL CASES	1,408	1,576	(168)	-11%
521	541	530	11	2%	18	TOTAL CASES	5,805	5,817	(12)	0%
192	191	204	(13)	-6%	19	CATH LAB CASES	2,116	2,193	(77)	-4%
134	140	126	14	11%	20	DELIVERIES	1,517	1,394	123	9%
8,872	9,222	9,501	(279)	-3%	21	OUTPATIENT VISITS	98,327	98,144	183	0%
5,266	5,403	5,717	(314)	-5%	22	EMERGENCY VISITS	58,185	59,914	(1,729)	-3%
LABOR INDICATORS										
1,462.1	1,512.4	1,527.7	15.3	1%	23	PRODUCTIVE FTE'S	1,468.2	1,555.8	87.6	6%
204.7	178.9	179.1	0.2	0%	24	NON PRODUCTIVE FTE'S	202.5	202.6	0.1	0%
1,666.8	1,691.3	1,706.8	15.5	1%	25	TOTAL FTE'S	1,670.7	1,758.4	87.7	5%
5.16	5.12	5.27	0.15	3%	26	PRODUCTIVE FTE/ADJ. OCCUPIED BED	5.11	5.26	0.15	3%
5.88	5.73	5.88	0.15	3%	27	TOTAL FTE/ADJ. OCCUPIED BED	5.82	5.94	0.12	2%

MEMORANDUM

Date: July 3, 2025

To: Washington Township Health Care District Board of Directors

From: Kimberly Hartz, Chief Executive Officer

Subject: Consideration of Urgent Care Clinic Project Bids & Budget

We have completed the planning for the Urgent Care Clinic to be constructed at the Washington West Shops. The construction documents have been completed and we have received bids from four contractors. Below is a summary of the bids:

JR Griffin, Inc.	\$1,556,516.00
Deacon Construction	\$1,580,460.00
J&I Construction, Inc.	\$1,613,918.00
Innovative Project Solutions	\$1,802,341.00

The low bid by JR Griffin, Inc. is \$237,476.00 over the initial estimated budget of \$1,319,040.00. There have been significant increases in building material costs in the past 12 months. In addition, there was ADA site work that was triggered by the permit. This added \$40,000.00 in unexpected costs to the project. IT equipment is estimated to remain within the original budget.

The FF&E budget was developed before we created a floor plan. With the floor plan created, we will need an additional \$25,000.00 for FF&E to furnish the clinic. External and internal signage will be an additional \$29,000.00.

Additional Funds

Construction costs	\$237,476.00
FF&E	\$25,000.00
Exterior and Interior signage	\$29,000.00
10% contingency for additional work	<u>\$29,148.00</u>
Total	\$320,624.00

Previously, the Board determined that there is a critical need in the community for an urgent care clinic at the proposed location. Furthermore, it is crucial to build the Urgent Care Clinic and make it operational as soon as possible, in which staff agrees. Therefore, staff recommends that the Board of Directors award the bid to the low bidder, JR Griffin, Inc., and approve an additional \$320,624.00 to the project budget. This will increase the not-to-exceed amount from \$2,199,505.00 to \$2,520,129.00. It is recommended that the Board of Directors authorize the Chief Executive Officer to proceed with entering into the necessary agreements for the construction and related expenses of the Urgent Care Clinic in an amount not to exceed \$2,520,129.00.

The project is scheduled for completion in November 2025.