



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, August 26, 2026 – 6:00 P.M.**

Board Room of Washington Hospital, 2000 Mowry Avenue, Fremont and via Zoom
<https://whhs.zoom.us/j/97651843665?pwd=mYP9zDPiJ4c0pStgd8AL4MniC2vRLr.1>

Passcode: 084741

Board Agenda and Packet can be found at:

[August 2026 | Washington Health](#)

AGENDA

PRESENTED BY:

- | | |
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| I. CALL TO ORDER &
PLEDGE OF ALLEGIANCE | William Nicholson, MD
President |
| II. ROLL CALL | Cheryl Renaud
District Clerk |
| III. COMMUNICATIONS | |
| A. Oral
<i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes on issues or concerns not on the agenda and within the subject matter of jurisdiction of the Board. "Request to Speak" cards should be filled out in advance and presented to the District Clerk. For the record, please state your name.</i> | |
| B. Written | |
| IV. CONSENT CALENDAR
<i>Items listed under the Consent Calendar include reviewed reports and recommendations and are acted upon by one motion of the Board. Any Board Member or member of the public may remove an item for discussion before a motion is made.</i> | William Nicholson, MD
President |

V. **ACTION**

- A. Consideration of Warm Springs Outpatient Center Project *Motion Required*
- B. Consideration of Integrated Enterprise Resource Planning Solution Funding Addendum *Motion Required*

VI. **ANNOUNCEMENTS**

VII. **ADJOURN TO CLOSED SESSION**

- A. Consideration of Closed Session Minutes of the Meeting of the District Board: July 20 & 22, 2026 *Motion Required*
- B. Reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Section 32155 *Motion Required*
- Medical Staff Committee Report
- C. Conference Involving Trade Secrets pursuant to Health & Safety Code Section 32106
- Strategic Planning
- D. Conference with Labor Negotiators Pursuant to Government Code Section 54957.6; Agency designated representative(s): Kimberly Hartz, CEO

- VIII. **RECONVENE TO OPEN SESSION & REPORT ON PERMISSABLE ACTIONS TAKEN DURING CLOSED SESSION** William Nicholson, MD
President

- IX. **ADJOURNMENT** William Nicholson, MD
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.

MEMORANDUM

Date: August 26, 2026

To: Board of Directors, Washington Township Health Care District

From: Kimberly Hartz, Chief Executive Officer

Subject: **Warm Springs Outpatient Center Project – Phase 1**

In March of 2020, the Board of Directors approved the purchase of the property located at 45388 Warm Springs Blvd in Fremont, CA for the development of an outpatient center. This Warm Springs location represents an important strategic investment in Washington Health's long-term commitment to provide local access to quality care for residents in the southern part of our district. The property is positioned to serve as a key ambulatory entry and access point for our health system, expanding our presence in a growing area. Over the years, staff have been in discussions with UCSF Health relating to the joint buildout of this property. Following a reassessment of plans and priorities, both Washington Health and UCSF Health have determined the most appropriate path forward is for Washington Health to proceed with the development of the property. We are requesting to move forward with the tenant improvements of this space as discussions continue with UCSF on the dissolution of the joint venture relating to the property.

The property includes two buildings on the site – a North building and a South building. The North building is approximately 50,342 square feet. The proposed Phase I includes exterior and infrastructure improvement as well as a tenant improvement project of 15,400 square feet in a portion of the first floor of the North building. The scope for the interior buildout includes three new clinic spaces totaling 9,900 square feet which will include adult primary care, OB/GYN and pediatrics. In addition, the buildout will include an imaging area of 1,900 square feet, laboratory area of 1,500 square feet and a new lobby. The exterior site work will include a Porte Cochere drop off area for patients and refreshed landscaping.

A test fit floor plan has been completed and next steps are for design development followed by construction documents, permitting, bid and construction with a target move-in date in Fall 2028.

The following is the Phase 1 project budget estimate:

I. Construction

Construction Estimate
Sub-Total

\$ 14,617,000
\$ 14,617,000

II. Capital Equipment

Equipment (Medical)	\$ 350,000
Furniture, Fixtures & Non-Medical Equipment	874,000
Signage / Artwork	150,000
Communications & Security	<u>921,000</u>
Sub-Total	\$ 2,295,000

III. Consulting Fees

Design Fees	\$ 1,447,000
Permit Fees	230,000
Inspection & Testing	50,000
Construction Management	<u>600,000</u>
Sub-Total	\$ 2,327,000

IV. Other Costs

Owner's Contingency 10%	\$ 1,923,900
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PROJECT TOTAL	\$ 21,162,900
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I am recommending that the Board of Directors approve the project budget for an amount not to exceed \$21,162,900, and instruct the Chief Executive Officer to proceed with the necessary documents for Phase 1 of the Warm Springs Outpatient Center Project. A portion of this project is included in the Fiscal Year 2026-2027 Capital Budget and the remainder will be included in the Fiscal Year 2027-2028 Capital Budget given the timing of the needed funds.

MEMORANDUM

Date: August 21, 2026

To: Board of Directors, Washington Township Health Care District

From: Kimberly Hartz, Chief Executive Officer

Subject: Integrated Enterprise Resource Planning Solution Funding Addendum

Enterprise Resource Planning (ERP) systems are important to the effective management and integration of an organization's core business functions, including Finance and Accounting, Human Resources, and Supply Chain Management. Washington Health's current ERP environment consists of multiple systems that do not fully integrate with one another, and several require significant upgrades or replacement. This fragmented environment creates inefficiencies, requires manual processes and limits our ability to effectively integrate data and workflows across the organization.

In July 2025, the Board of Directors approved funding for the implementation of Workday as Washington Health's integrated ERP solution. Since that time, a cross-functional project team has been working many hours to design, configure, test and implement the new platform. As the project progressed, the complexity associated with integrating multiple entities and data sets, systems and workflows became increasingly evident. These challenges have required us to extend the original implementation timeline by approximately six months to ensure that the system is appropriately configured, thoroughly tested and operationally ready prior to go live.

Given the strategic importance and complexity of this implementation, Washington Health engaged KSI Consulting, an independent third party with significant Workday expertise, including experience assisting organizations with complex and challenged Workday implementations. KSI conducted a comprehensive assessment of the project, including its current status, implementation approach, risks and organizational readiness.

Based upon that assessment and KSI's recommendations, a revised implementation plan has been developed with clearly defined milestones, accountability and enhanced project oversight. Washington Health is now targeting a December 20, 2026 go-live for Human Capital Management (Human Resources) and Time Tracking, followed by a January 1, 2027 go-live for Financial and Supply Chain Management.

Importantly, the assessment reinforced that a successful ERP implementation requires more than the technical configuration and testing of the system. Equally important are organizational readiness, effective change management, comprehensive training and a clearly defined operating and support model following implementation. Accordingly, Washington Health has determined that additional specialized support from KSI is necessary in the areas of change management, development of the training program, future-state operating model design and overall project oversight.

This additional support is intended to strengthen execution during the remaining implementation period while also preparing our leaders, managers and staff to successfully transition to and effectively utilize Workday following go live. By establishing clear milestones and accountability, strengthening project governance, providing comprehensive training and change-management support, and defining the post-go-live operating model in advance, we believe Washington Health is well positioned to successfully implement Workday by the end of the calendar year.

The revised implementation timeline and expanded scope of support will require additional project funding associated with both the six-month extension and the specialized services necessary to complete the implementation and support organizational readiness. We now estimate needing additional funding of \$3,853,000 in order to complete the project for a January 1, 2027 go live and to capitalize internal labor. There is a need to capitalize the internal labor that we have used to date for the project along with internal labor in the future. This expense will move from an operating expense to a capitalized expense. The additional dollars will focus on the following:

- Time extension (additional 6 months) with reduction of some roles for primary implementation consultants from Cognizant - \$620,000
- Extension (several up to 6 months, some shorter) and increase of independent project consultants by 4-5 individuals to fill key roles for training, payroll and human capital management – \$1,400,000
- Involvement of KSI consultants to address project oversight, change management, training development and future state model – \$333,000
- Capitalization of internal labor in FY26 and FY27. This expense is currently in operating cost - \$1,500,000

Recommendation

In order to proceed with the successful completion and implementation of the Workday ERP solution, it is recommended that the Board of Directors authorize the Chief Executive Officer to enter into the necessary agreements and proceed with the purchase of additional implementation, consulting and related services and fees in a total amount not to exceed \$3,853,000