



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, September 10, 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:

[September 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: August 13, 18, 25 & 27, 2025

Motion Required

V. **PRESENTATION**

- A. Get With The Guidelines® - Stroke Gold Plus with Target: Stroke Honor Roll Elite Plus with Target: Type 2 Diabetes Honor Roll
- B. Community Health Improvement Plan FY 2026-2028

PRESENTED BY:

JoAnne Pineda, Program Consultant
American Heart Association

Angus Cochran
Chief Community Support Services

Kayla Gupta
Community Outreach Manager

VI. **REPORTS**

- A. Medical Staff Report
- B. Service League Report
- C. Quality Report:
Influenza Prevention
- D. Finance Report
- E. Hospital Operations Report
- F. Health System Calendar Report

Jeanie Ahn, MD
Chief of Staff Elect

Sheela Vijay
Service League President

Dianne Martin, MD
Infectious Disease Program
Consultant

Ajay Sial
Senior Vice President & Chief
Financial Officer

Kimberly Hartz
Chief Executive Officer

Kimberly Hartz
Chief Executive Officer

VII. **ACTION**

- A. Consideration of Community Health Improvement Plan FY 2026-2028
- B. Consideration of BRG Consulting Services

Motions Required

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, August 13, 2025 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Nicholson called the meeting to order at 6:00 p.m. and led those in attendance of the meeting in the Pledge of Allegiance.

CALL TO ORDER

*PLEDGE OF
ALLEGIANCE*

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

ROLL CALL

Absent: Michael Wallace

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; Kel Kanady; Claire Brochu; Roan Bachelder; Meridel Lavalley; Mia Martin; Matthew Sciamanna; Donald Pipkin; Angus Cochran; Aaron Barry, MD; Sheela Vijay; John Lee; Mary Bowron; Felipe Villanueva; Gisela Hernandez; Brian Smith, MD; Melissa Garcia; Walter Choto; John Zubiena; Marcus Watkins; Dan Nardoni; Sri Boddu; Cheryl Renaud, Assistant to the Chief Executive Officer & District Clerk; Shirley Ehrlich, Executive Assistant II

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

OPENING REMARKS

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

There were no Oral Communications.

*COMMUNICATIONS:
ORAL*

There were no Written Communications.

*COMMUNICATIONS:
WRITTEN*

Director Nicholson presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Consideration of the Minutes of the Regular Meetings of the District Board:
July 9, 21, 23 & 28, 2025

Director Yee moved that the Board of Directors approve the Consent Calendar, Item A. Director Eapen 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 Angus Cochran, Chief Community Support Services, Matthew Sciamanna, Director of Food and Nutrition Services, and Mary Bowron, Assistant Vice President & Chief Quality Officer, who presented the Annual Alameda County Junior Livestock Auction Program.

*PRESENTATION:
ALAMEDA COUNTY
JUNIOR LIVESTOCK
AUCTION*

Angus Cochran, reported on Washington Health's participation in the 2025 Junior Livestock Auction held at Alameda County Fairgrounds each year. Washington Health began this project with Alameda County Supervisor Scott Haggerty and has carried on the tradition with Alameda County Supervisor David Haubert for the last three years. Washington Health is the number one bidder at the auction each year.

Students send Buyer Letters and request an interview to meet with the show animals and solicit bids. The Washington Health team interviews forty 4H and FFA participants prior to the full-day auction with rabbits, goats, lambs, hogs and steers. This year, Washington Health purchased 16 ½ hogs, 5 lambs and a half steer (purchased with Supervisor Haubert).

Matthew Sciamanna reported that our meat purchase supports sustainable farming practices and local agricultural heritage. Local food sourcing reduces transport miles from farm to table. The meat from this purchase feeds the physicians, staff, visitors and volunteers in the café and patients on the inpatient units.

Angus Cochran introduced local 4H and FFA participants; Roan Bachelder, Meridel Lavalley, Claire Brochu, and Amelia (Mia) Martin as they each shared their experiences in caring for these animals, along with improving their life skills, including time management, budgeting and setting goals and sportsmanship.

Dr. Aaron Barry, Chief of Medical Staff, reported that there are 668 Medical Staff members including 369 active members.

*PRESENTATION:
MEDICAL STAFF
REPORT*

Dr. Barry highlighted that we are a Magnet Hospital which means that our nurses are of the highest quality standard. Four nurses were recognized at the Washington Health Medical Staff Awards Dinner & Dance at the end of June. Dr. Barry acknowledged these nurses as Sabrina Ayllon who is instrumental in setting up the

supplies for the trauma carts in the Emergency Department; Gavin Cox, in medical oncology, whose strengths are in patient advocacy; HyeRan Yang, who was a part of the Epic Build Team and now works in Information Services, and Shaun LeBlanc who works in the ICU and highlighted that he was the first person to be recognized for the Nancy Farber Patient First Ethic Award.

Dr. Barry mentioned the continued expansion of our programs, including the daVinci Robot and a new orthopedic Mako robot and the growth of our structural heart program including, the Mitra Clip and Watchman devices.

Sheela Vijay, Service League President, reported that for the month of July, 312 Service League volunteers contributed a total of 2,915 hours across various departments within the hospital.

*SERVICE LEAGUE
REPORT*

There were 42 new volunteers during orientation on July 29, including 12 adults, 17 college students and 13 high school students. They were introduced to hospital protocols, service league expectations and the various opportunities available to them throughout the hospital.

This summer the Service League introduced uniforms featuring an updated Washington Health logo. The Service League is currently in the process of transitioning from the old uniforms to the new ones. Returning volunteers appreciate the consistency of retaining the same burgundy color. A special thanks to the Marketing and Communications team for their work with the design and rollout of the updated logo on the new uniforms.

On July 24, several volunteers attended the Fremont Concert in the Park, helping to promote awareness of the Service League and volunteer opportunities. It was a lively community event and a valuable chance to connect with local residents in an informal setting.

Sheela shared that the volunteers have been leading tours at the Birthing Center since December 2024. These tours help families become familiar with the facility and its resources before delivery. Between December 2024 and July 2025, 51 tours were conducted with a total of 339 attendees, averaging roughly about 6 tours and 42 attendees each month. The tours have been well received. A few participants mentioned that they were former student volunteers at the hospital and now returning as expectant parents – a meaningful full-circle moment. Many shared that the tours help answer their questions and reduce anxiety about the birth experience. Throughout these visits the nurses create a welcoming and supportive atmosphere, making the experience informative and comfortable.

Kimberly Hartz, Chief Executive Officer, introduced Mary Bowron, Assistant Vice President and Chief Quality Officer, who presented the Quality Dashboard for

*QUALITY REPORT:
QUALITY*

quarter ending June 30, 2025, comparing WH statistics to State and National Benchmarks. There were zero Hospital Acquired MSRA in the past quarter, which was lower than the 0.661 predicted number of infections. We had one Catheter Associated Urinary Tract Infection (CAUTI), which was lower than the 1.454 predicted number of infections; zero Central Line Bloodstream Infections (CLABSI), which was lower than the 1.766 predicted number of infections. There were zero Surgical Site Infections (SSI) following Colon Surgery, which was lower than the 0.369 predicted number of infections. We had zero SSI following Abdominal Surgery, which was lower than the 0.055 predicted number of infections, and two hospital-wide Clostridium Difficile (C.diff) infections, which was lower than the 10.926 predicted number of infections. Hand Hygiene was at 99.0%.

*DASHBOARD Q/E
JUNE 2025*

The Moderate Fall with Injury rate for the quarter was at 0.33. The national benchmark rate was not available. Hospital acquired Pressure Ulcer rate was 0 for the quarter. The national benchmark rate was not available for Quarter Ending June 2025.

The 30-day readmission rate for AMI discharges was lower than the CMS national benchmark (10.5% versus 14.6%). The 30-day Medicare pneumonia readmissions rate was lower compared to the CMS national benchmark (12.7% versus 15.3%). 30-day Medicare Heart Failure readmissions was lower (18.6% versus 18.8%) than the CMS benchmark. 30-day Medicare Chronic Obstructive Pulmonary Disease (COPD) readmission rate was lower than the CMS benchmark (12.9% versus 18.3%). The 30-day Medicare CABG readmission rate was lower (0% versus 10.1%) than the CMS benchmark. 30-day Medicare Total Hip Arthroplasty (THA) and/or Total Knee Arthroplasty (TKA) was lower than the CMS benchmark (5% versus 5.1%).

Ajay Sial, Interim Senior Vice President & Chief Financial Officer, presented the Finance Report for June 2025. The average daily inpatient census was 177.2 with discharges of 1,101 resulting in 5,317 patient days. Outpatient observation equivalent days were 196. The average length of stay was 5.18 days. The case mix index was 1.549. Deliveries were 152. Surgical cases were 499. The Outpatient visits were 9,076. Cath Lab cases were 184. Emergency visits were 5,075. Joint Replacement cases were 190. Neurosurgical cases were 16. Cardiac Surgical cases were 17. Total FTEs were 1,487.0. FTEs per adjusted occupied bed was 5.75. Overall, the net income for June was \$872,000

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for July 2025. Patient gross revenue of \$230.8 million for July was favorable to budget of \$227.9 million (1.3%), and it was higher than July 2024 by \$10.5 million (4.8%).

*HOSPITAL
OPERATIONS REPORT*

Trauma Cases of 151 for July was consistent to the budget of 151 and favorable to July 2024 by 32 (26.9%). Trauma gross revenue of \$15.4 million for July was unfavorable to the budget of \$18.0 million by \$2.6 million (14.6%).

The Average Length of Stay was 5.02. The Average Daily Inpatient Census was 174.2 and was unfavorable to budget of 177.7 by 3.5 (1.9%). There were 1,111 Discharges that were favorable to budget of 1,053 by 58 (5.5%). There were 5,401 patient days and was unfavorable to budget of 5,509 by 107 days (1.9%). There were 526 Surgical Cases and 228 Cath Lab cases at the Hospital. Deliveries were 152. Non-Emergency Outpatient visits were 9,603. Emergency Room visits were 5,085. Total Government Sponsored Preliminary Payor Mix was 73.2%, against the budget of 73.5%. Total FTEs per Adjusted Occupied Bed were 5.99.

There was \$102K in charity care adjustments in July 2025.

July Employee of the Month is Jing Hu, Staff Nurse II, 4West

*EMPLOYEE OF THE
MONTH*

Past Health Promotions & Community Outreach Events:

HOSPITAL CALENDAR

- July 10: Fremont Summer Concert Series in partnership with National Coalition Against Prescription Drug Abuse (NCAPDA) and Haller's Pharmacy – Fremont Central Park Pavilion
- July 15: Washington Health Walk – Heart Healthy Lifestyles – Nakamura Clinic
- July 17: Fremont Summer Concert Series - Fremont Central Park Pavilion
- July 19: Niles Dog Show – Niles Community Park
- July 23: Anterior Total Hip Arthroplasty: Facts & Fiction – Facebook and YouTube
- July 24: Med Path Club – Milpitas High School
- July 24: Fremont Summer Concert Series – Fremont Central Park Pavilion
- July 27: Newark Mariachi Festival – Shirley Sisk Grove
- July 31: Fremont Summer Concert Series – Fremont Central Park Pavilion
- August 1: Tiburcio Vasquez Health Center's Women, Infants, and Children (WIC) Nutrition and Resource Fair, for National Breastfeeding Month – TVHC WIC Office, Fremont
- August 1: WHEA: Donation of 20 Backpacks to SAVE
- August 11: Welcome Teacher Day – Washington West Parking Lot
- August 13: Heart Health for South Asians – Facebook and YouTube
- August 13: Radiation Treatment and Technology – Facebook and YouTube

Upcoming Health Promotions & Community Outreach Events:

- August 16: Festival of India – Downtown Fremont

- August 21: Washington Health Walk: Cholesterol & Blood Pressure – Mark Green Sports Center, Union City
- August 26: Drive Safer, Drive Longer
- August 27: Heart Health for South Asians – Facebook and YouTube
- September 9: Washington Health Walk: Diabetes – Ruggieri Senior Center
- September 10: Medicare: What You Need to Know – Facebook and YouTube

The 39th Annual Top Hat Gala will take place on Saturday, October 11, 2025. Funds raised at this year's Top Hat will support the daVinci Robot & the general Robotics Program at Washington Health. A formal invitation will be sent in the mail very soon. Event sponsorships are available and tickets are on sale now.

The Foundation will be scheduling hard-hat tours of the new UCSF-Washington Cancer Center for trustees, members and major donors.

There were no Action Items.

ACTION ITEM

There were no Announcements.

ANNOUNCEMENTS

There being no further business, Director Nicholson adjourned the meeting at 7:47 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, August 18, 2025 in the Board Room at 2000 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; Ajay Sial, Interim Senior Vice President & Chief Financial Officer; Tina Nunez, Senior Vice President & Chief Administrative Officer; Paul Kozachenko, Legal Counsel; Cheryl Renaud, Executive Assistant to the CEO & District Clerk; 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 Board Room and by Zoom.

There were no Oral Communications.

*COMMUNICATIONS:
ORAL*

There were no Written Communications.

*COMMUNICATIONS:
WRITTEN*

There were no Items on the Consent Calendar for consideration.

CONSENT CALENDAR

There were no Action Items.

ACTION ITEM

There were no Announcements.

ANNOUNCEMENTS

Director Wallace adjourned the meeting to closed session at 6:02 p.m., as the discussion pertained to reports regarding Conference Involving Trade Secrets pursuant to Health & Safety Code Section 32106 - Strategic Planning, Conference Involving Labor Negotiations pursuant to Government Code Section 54957.6; Agency designated representative: Kimberly Hartz, Chief Executive Officer and Conference Involving Personnel Matters.

*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 Board Room and via Zoom, there is no way of knowing when the closed session will end. The public was informed they could contact the District Clerk for the Board's report beginning August 19, 2025. The minutes of this meeting will reflect any reportable actions.

Director Wallace reconvened the meeting to open session at 7:48 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 Wallace adjourned the meeting at 7:48 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, August 25, 2025 in the Board Room at 2000 Mowry Avenue, 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; Jacob Eapen, MD

ROLL CALL

Absent: Michael Wallace

Also present: Kimberly Hartz, Chief Executive Officer; Aaron Barry, MD; Jeanie Ahn, MD; Mark Saleh, MD; Ranjana Sharma, MD; John Romano, MD; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Brian Smith, MD; Chief Medical Information Officer and Quality & Patient Safety Physician Officer; Mary Bowron, Assistant Vice President & Chief Quality Officer

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Director Nicholson adjourned the meeting to closed session at 7:31 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 8:24 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 8:24 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, August 27, 2025 in the Board Room, 2000 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, 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 Board Room and by Zoom.

There were no Oral Communications.

*COMMUNICATIONS:
ORAL*

There were no Written Communications.

*COMMUNICATIONS:
WRITTEN*

There were no Items on the Consent Calendar for consideration.

CONSENT CALENDAR

There were no Action Items.

ACTION ITEM

There were no Announcements.

ANNOUNCEMENTS

Director Wallace adjourned the meeting to closed session at 6:02 p.m., as the discussion pertained to reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Section 32155, Conference involving Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning), Conference Involving Labor Negotiations pursuant to Government Code Section 54957.6; Agency designated representative: Kimberly Hartz, CEO 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 Board Room and via Zoom, there is no way of knowing when the closed session will end. The public was informed that they could contact

*ADJOURN TO CLOSED
SESSION*

the District Clerk for the Board's report beginning August 28, 2025. The minutes of this meeting will reflect any reportable actions.

Director Wallace reconvened the meeting to open session at 8:22 p.m. The District Clerk reported that during the closed session, the Board approved the Closed Session Meeting Minutes of July 21 & 23, 2025 and the Medical Staff Credentials Committee Report by unanimous vote of all directors present. Also, the Board of Directors rejected the claim filed by Tanisha Keene and that the CEO is hereby directed to provide the claimants with the 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 8:22 p.m.

ADJOURNMENT

Michael Wallace
President

Jacob Eapen, MD
Secretary

MEMORANDUM

Date: August 31, 2025

To: Board of Directors

From: Kimberly Hartz, Chief Executive Officer

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

SUMMARY OF OPERATIONS – (Blue Schedules)

1. Utilization – Schedule Board

	July <u>Actual</u>	July <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	174.2	177.7	172.5
Combined Average Daily Census	179.5	186.9	182.1
No. of Discharges	1,111	1,052	1,022
Patient Days	5,401	5,509	5,244
Discharge ALOS	5.01	5.23	5.17
<u>OUTPATIENT:</u>			
OP Visits	9,603	8,745	9,006
ER Visits	5,089	5,183	5,253
Observation Equivalent Days – OP	165	285	293

Comparison of July's actual Acute Inpatient statistics versus the budget showed a lower level of Average Daily Census which translates into lower 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 July came in at 1,463.7, below the budgeted level of 1,510.6. Non-Productive FTEs were below budget by 14.8. Total FTEs per Adjusted Occupied Bed were 5.99, or 0.14 better than the budgeted level of 6.13.

3. **Income - Schedule Board 1** (Preliminary to audit)

Total Gross Patient Revenue of \$230,805,000 for July was \$2,858,000 above the budget, or 1.3%.

Deductions from Revenue totaled \$175,913,000 which equates to a 76.2% blended contractual rate. This was favorable to the budgeted rate of 76.3%.

Total Net Operating Revenue of \$56,064,000 was \$667,000 or 1.2% above the Budget.

Total Operating Expenses for the month were \$56,699,000, which was lower than the budget by \$96,000, or 0.2%.

For the month of July, the Hospital realized a Net Operating Loss of (\$635,000) from Operations, a (1.13%) Margin.

The Total Non-Operating Income of \$614,000 for the month includes an unrealized loss on investments of (\$984,000) and was unfavorable to the budget by (\$708,000).

The Net loss for July was (\$21,000), which equates to a (0.04%) Margin, and was \$55,000 above the Budgeted Net Income of (\$76,000).

The Total Net Loss for July 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 (\$78,000) (a (0.14%) Margin) compared to Budgeted Income of (\$1,201,000) for a favorable variance of \$1,123,000.

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

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

KIMBERLY HARTZ
Chief Executive Officer



WASHINGTON HEALTH
INDEX TO BOARD FINANCIAL STATEMENTS
July 2025

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



SCHEDULE BOARD 1

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

July				
ACTUAL	BUDGET	FAV (UNFAV)	VAR	% VAR.
\$ 142,484	\$ 141,733	\$ 751		0.5%
88,321	86,214	2,107		2.4%
230,805	227,947	2,858		1.3%
(170,339)	(169,164)	(1,175)		-0.7%
(5,574)	(4,653)	(921)		-19.8%
(175,913)	(173,817)	(2,096)		-1.2%
76.22%	76.25%			
54,892	54,130	762		1.4%
1,172	1,267	(95)		-7.5%
56,064	55,397	667		1.2%
26,317	26,403	86		0.3%
9,766	9,332	(434)		-4.7%
7,351	7,215	(136)		-1.9%
7,608	7,960	352		4.4%
2,098	2,347	249		10.6%
3,559	3,538	(21)		-0.6%
56,699	56,795	96		0.2%
(635)	(1,398)	763		54.6%
-1.13%	-2.52%			
713	472	241		51.1%
12	-	12		0.0%
(1,649)	(1,639)	(10)		-0.6%
112	86	26		30.2%
-	-	-		0.0%
-	-	-		0.0%
-	-	-		0.0%
2,194	2,194	-		0.0%
216	209	7		3.3%
-	-	-		0.0%
(984)	-	(984)		0.0%
614	1,322	(708)		-53.6%
\$ (21)	\$ (76)	\$ 55		72.4%
-0.04%	-0.14%			
\$ (78)	\$ (1,201)	\$ 1,123		93.5%
-0.14%	-2.17%			

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
26	FEDERAL GRANT REVENUE
27	PROPERTY TAX REVENUE
28	EQUITY INVESTMENT EARNINGS
29	GAIN (LOSS) ON DISPOSALS
30	UNREALIZED GAIN/(LOSS) ON INVESTMENTS
31	TOTAL NON-OPERATING INCOME & EXPENSE
32	NET INCOME (LOSS)
33	NET INCOME MARGIN %
34	NET INCOME (LOSS) USING FASB PRINCIPLES**
	NET INCOME MARGIN %

FISCAL YEAR TO DATE				
ACTUAL	BUDGET	FAV (UNFAV)	VAR	% VAR.
\$ 142,484	\$ 141,733	\$ 751		0.5%
88,321	86,214	2,107		2.4%
230,805	227,947	2,858		1.3%
(170,339)	(169,164)	(1,175)		-0.7%
(5,574)	(4,653)	(921)		-19.8%
(175,913)	(173,817)	(2,096)		-1.2%
76.22%	76.25%			
54,892	54,130	762		1.4%
1,172	1,267	(95)		-7.5%
56,064	55,397	667		1.2%
26,317	26,403	86		0.3%
9,766	9,332	(434)		-4.7%
7,351	7,215	(136)		-1.9%
7,608	7,960	352		4.4%
2,098	2,347	249		10.6%
3,559	3,538	(21)		-0.6%
56,699	56,795	96		0.2%
(635)	(1,398)	763		54.6%
-1.13%	-2.52%			
713	472	241		51.1%
12	-	12		0.0%
(1,649)	(1,639)	(10)		-0.6%
112	86	26		30.2%
-	-	-		0.0%
-	-	-		0.0%
-	-	-		0.0%
2,194	2,194	-		0.0%
216	209	7		3.3%
-	-	-		0.0%
(984)	-	(984)		0.0%
614	1,322	(708)		-53.6%
\$ (21)	\$ (76)	\$ 55		72.4%
-0.04%	-0.14%			
\$ (78)	\$ (1,201)	\$ 1,123		93.5%
-0.14%	-2.17%			

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



WASHINGTON HEALTH
BALANCE SHEET
July 2025
(In thousands)

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			July 2025	Unaudited June 2025	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			July 2025	Unaudited June 2025
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 5,402	\$ 20,881	1	CURRENT MATURITIES OF L/T OBLIG		\$ 10,165	\$ 9,880
2	ACCOUNTS REC NET OF ALLOWANCES		83,623	81,212	2	ACCOUNTS PAYABLE		24,682	29,295
3	OTHER CURRENT ASSETS		27,505	31,264	3	OTHER ACCRUED LIABILITIES		61,589	85,990
4	TOTAL CURRENT ASSETS		116,530	133,357	4	INTEREST		11,488	13,801
					5	TOTAL CURRENT LIABILITIES		107,924	138,966
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
5	BOARD DESIGNATED FOR CAPITAL AND OTHER		181,733	181,650	6	REVENUE BONDS AND OTHER		206,460	215,181
6	GENERAL OBLIGATION BOND FUNDS		122,486	129,459	7	GENERAL OBLIGATION BONDS		466,128	466,177
7	REVENUE BOND FUNDS		50,014	50,903					
8	BOND DEBT SERVICE FUNDS		29,378	41,368					
9	OTHER ASSETS LIMITED AS TO USE		11,022	11,079					
10	TOTAL ASSETS LIMITED AS TO USE		394,633	414,459	OTHER LIABILITIES				
11	OTHER ASSETS		386,193	383,227	8	SUPPLEMENTAL MEDICAL RETIREMENT		46,294	46,109
					9	WORKERS' COMP AND OTHER		10,659	10,540
					10	NET PENSION		51,513	50,459
					11	ROU ASSET LONG-TERM		9,505	9,712
12	OTHER INVESTMENTS		20,520	26,133					
13	NET PROPERTY, PLANT & EQUIPMENT		566,262	565,182	12	NET POSITION		572,095	572,116
14	TOTAL ASSETS		<u>\$ 1,484,138</u>	<u>\$ 1,522,358</u>	13	TOTAL LIABILITIES AND NET POSITION		<u>\$ 1,470,578</u>	<u>\$ 1,509,260</u>
15	DEFERRED OUTFLOWS		17,596	18,475	14	DEFERRED INFLOWS		31,156	31,573
16	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,501,734</u>	<u>\$ 1,540,833</u>	15	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS		<u>\$ 1,501,734</u>	<u>\$ 1,540,833</u>



**WASHINGTON HEALTH
OPERATING INDICATORS**
July 2025

						FISCAL YEAR TO DATE			

MEMORANDUM

Date: September 10, 2025

To: Washington Township Health Care District Board of Directors

From: Kimberly Hartz, Chief Executive Officer

Subject: 2026-2028 Community Health Improvement Plan

As required by federal regulations, the Board of Directors of Washington Township Health Care District voted to accept the findings of the 2025 Community Health Needs Assessment (CHNA) on June 11, 2025. This comprehensive analysis of the health status of District residents is conducted every three years in order to determine the greatest health needs in the Tri-Cities area. The 2025 CHNA is available for download on the WH website at <https://www.washingtonhealth.com/about-us/community-connection/community-health-needs-assessment/>.

Based on the findings detailed in the CHNA and with input from community groups, Washington Health has developed a three-year Community Health Improvement Plan (CHIP). This blueprint lays out a plan of work with concrete steps to positively impact the health of residents throughout the District. The CHIP contains strategies for addressing specific health conditions and for reducing health disparities experienced by the most vulnerable populations.

It is requested that the Board of Directors vote to adopt the 2026-2028 Community Health Improvement Plan.



Memorandum

DATE: September 10, 2025

TO: Washington Township Health Care District Board of Directors

FROM: Kimberly Hartz, Chief Executive Officer

SUBJECT: Consideration of Berkeley Research Group (BRG) Consulting Support Services Agreement

Washington Health (WH) is interested in entering into a consulting support services agreement with Berkeley Research Group (BRG). The scope of this agreement will include advisory and support services focused on optimizing the healthcare system's revenue cycle people, processes and technology. All activities will be managed by BRG's project management office (PMO), which will be overseen by a WH Executive Steering Committee and implemented by various multi-disciplinary Operations Committees.

Upon execution of this agreement, the anticipated timeline to completion is twenty-two (22) months, and specific/focused implementation activities will include:

- Revenue Strategies: Charge Description Master (CDM), Charge Capture, Clinical Documentation Integrity (CDI), coding, observation management, and strategic pricing.
- Patient Financial Engagement: Self-pay and bad debt collections and enhanced financial counseling.
- Payment Variance: Mitigating clinical and non-clinical avoidable denials, and enhancing strategies to timely recover claim underpayments.
- Technology: Computer assisted coding, Epic revenue guardian, patient financial screening, insurance discovery, and AI prior authorizations.

We are seeking approval to enter into this unbudgeted agreement that has two unique expense components. First is a fixed fee of \$3,080,000, invoiced at \$140,000 a month over the twenty-two (22) month engagement starting in October 2025. Second, there will be a 12.0% contingency incentive paid upon reaching specified financial targets for long-term net revenue increases (recurring), and a separate 7.5% contingency incentive upon reaching specified financial targets for short term cash collections (accelerated cash), as illustrated below:

Example of Contingency Payment at midpoint benefit of \$50,600,000

Eligible For Contingency	Incentive Potential	Benefit to WH	Contingency Incentive
Net Revenue Incentive (Recurring)	12.0%	\$ 40,800,000	\$ 4,896,000
Cash Acceleration Incentive (Accelerated Cash)	7.5%	\$ 9,800,000	\$ 735,000



Memorandum

The projected maximum midpoint benefit to the Healthcare System during the engagement is \$50,600,000 and, if realized, would result in a contingency payment not to exceed \$5,631,000, a 5.6:1 return. Additionally, to support with required resources and subscription fees for timely deployment of technology enhancements, we are requesting an increase of \$500,000 to the WH Information Services budget. The benefit measure approval and calculation process will be coordinated and monitored by the WH Executive Steering Committee.

It is requested that the Board of Directors authorize the Chief Executive Officer to proceed with entering into the support services agreement with Berkeley Research Group (BRG) comprised of a fixed fee of \$3,080,000, a maximum midpoint contingency fee projected at \$5,631,000, and an additional \$500,000 to support required technology enhancements.