



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, October 8, 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:

[October 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: September 10, 15, 22 & 24, 2025

Motion Required

V. REPORTS

PRESENTED BY:

A. Medical Staff Report

Aaron Barry, MD
Chief of Staff

B. Service League Report

Sheela Vijay
Service League President

C. Quality Report:
Dialysis Annual Update

Jeanie Ahn, MD
Medical Director, Acute Dialysis
Services

D. Finance Report

Ajay Sial
Senior Vice President & Chief
Financial Officer

E. Hospital Operations Report

Kimberly Hartz
Chief Executive Officer

F. Health System Calendar Report

Kimberly Hartz
Chief Executive Officer

VI. ACTION

VII. ANNOUNCEMENTS

VIII. 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, September 10, 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 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; Bernard Stewart, DDS; Jacob Eapen, MD

ROLL CALL

Also present: Kimberly Hartz, Chief Executive Officer; Tina Nunez, Senior Vice President & Chief Administrative Officer; Ajay Sial, Senior Vice President & Chief Financial Officer; Dianne Martin, MD; Kayla Gupta; Tammi Tyson; Maria Nunes; Jeanie Ahn, MD; JoAnne Pineda; Angus Cochran; Sheela Vijay; Kel Kanady; Laura Anning; Alvin Aguirre; Brian Smith, MD; Charlene Singer; Gisela Hernandez; Farhan Fadoo, MD; Jack Rose, MD; Felnie Barrido; Marcus Watkins; Prabhjot Khalsa, MD; Melissa Garcia; Nick Silva; John Zubiena; Felipe Villanueva; Marco Hernandez; Paul Kozachenko, Legal Counsel; Sri Boddu; Cheryl Renaud, Assistant to the Chief Executive Officer & 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 was recorded for viewing 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:
August 13, 18, 25 & 27, 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 – aye
William Nicholson, MD – aye
Jeannie Yee - aye
Bernard Stewart, DDS – aye
Jacob Eapen, MD - aye

Motion Approved.

Kimberly Hartz, Chief Executive Officer, introduced JoAnne Pineda, Healthcare Quality Improvement Manager with the American Heart Association. JoAnne presented Washington Health with two awards: Get with the Guidelines Coronary Artery Disease – STEMI Receiving Center – GOLD Target: Type 2 Diabetes Honor Roll and Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll. JoAnne stated that these in-hospital programs improve stroke and cardiac care, which can minimize long term effects and prevent death. The American Heart Association recognizes Washington Health for its continued success in using these programs with achievement measures of 85% or greater.

PRESENTATION: GET WITH THE GUIDELINES® - CORONARY ARTERY DISEASE GOLD AND STROKE GOLD PLUS

Kimberly Hartz, Chief Executive Officer, introduced Angus Cochran, Chief Community Support Services, and Kayla Gupta, Community Outreach Manager, who presented the Community Health Improvement Plan (CHIP) for FY2026-2028. This plan was developed after conducting the federally mandated Community Health Needs Assessment (CHNA) every three years.

PRESENTATION: COMMUNITY HEALTH IMPROVEMENT PLAN FY 2026-2028

The CHNA provides insight into the health of our community and identifies the areas of focus and prioritizes the local health needs. They are as follows: Economic Security, Behavioral Health, Healthcare Access & Delivery, Inequity & Discrimination, Cognitive Decline, Diabetes & Obesity, Heart/Stroke, Cancer, Maternal/Infant Health and Unintended Injuries. The assessment also indicates the need for addressing the disparities within Newark and Union City. The additional areas of focus include: Hypertension ED Visits, Ischemic Heart Diseases, Cardiac Dysrhythmia, and Obesity.

Kayla also discussed the new Healthcare Access initiatives, which include the Washington Health Urgent Care Center, development of the Warm Springs Outpatient Center, staff education on cultural sensitivity, increase use of translation technologies, multilingual education materials and flyers and collaboration with Alameda Alliance after the closure of the St. Rose Hospital Labor & Delivery.

There are also new initiatives for Healthy Lifestyles, Heart Smart Walking Challenges, Cancer, and Unintended Injuries. There are several partnerships with many organizations throughout the Tri-City area and Alameda County. Kayla also mentioned Behavior Health, as there were several events to heighten awareness.

Director Yee moved for adoption of the 2026-2028 Community Health Improvement Plan (CHIP). Director Nicholson seconded the motion.

*ACTION ITEM:
ADOPTION OF 2026-
2028 COMMUNITY
HEALTH
IMPROVEMENT PLAN
(CHIP)*

Roll call was taken:

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

Motion Approved.

Dr. Jeanie Ahn, Chief Medical Staff Elect, reported that there are 668 Medical Staff members, 374 active members, including 8 new physicians that recently joined the Medical Staff.

*PRESENTATION:
MEDICAL STAFF
REPORT*

Dr. Ahn highlighted that Washington Health is the sixth organization in the nation that offers the Mako SmartRobotics device for advanced shoulder surgeries.

Sheela Vijay, Service League President, reported that for the month of August, 286 Service League volunteers contributed a total of 2,951 hours across various departments within the hospital.

*SERVICE LEAGUE
REPORT*

On September 7, 19 volunteers attended orientation with 4 high school students, 9 college students and 6 adults learned hospital protocols, service league expectations and the many ways they can support patients, families and staff.

The final session of the WOOF Pet Therapy Education Series will be held via Zoom on October 10 from 12:00 pm to 1:00 pm. Dr. Gina Caldwell will present the topic, “Raising a Happy and Healthy Puppy”. It is expected to be an enlightening and interactive talk for those with new puppies and anyone interested in learning more about raising a happy and healthy dog.

On Thursday, September 4, at the weekly meeting of the Niles Rotary Club, Russ Weinberg, Coordinator of the Service League WOOF Pet Therapy Program, introduced this volunteer role and answered many questions from club members. Russ was introduced by WOOF volunteer and club member, Jeffrey Barnhart, who was also accompanied by his canine companion, Royce.

Sheela highlighted the ongoing Music Volunteer Program. At present, the program includes five high school students, two college students, and one adult volunteer. These talented musicians play for visitors and families in the main hospital lobby and also in Washington West.

Recently, Abigail Uy, one of the college volunteers, shared a memorable moment she experienced with visitors while playing the piano. Abigail stated that a gentleman stopped to listen while she played a Disney piece. He shared that the piano had been donated by his late grandmother, a gift that continues to bring joy and comfort. Another woman had shared that the song being played was her father's favorite. As Abigail continues her nursing education, she hopes to be able to keep playing the piano at Washington Health and is grateful for the chance to share it through the Service League volunteer program.

Kimberly Hartz, Chief Executive Officer, introduced Dr. Dianne Martin, Chairperson Infection Prevention Committee, who presented the 2025-2026 Respiratory Season Update. Dr. Martin discussed the anticipated co-circulation of influenza, COVID-19, and respiratory syncytial virus (RSV) and the importance of vaccination as the primary strategy to reduce severity. The updated influenza vaccine will protect against three strains (Influenza A: H1N1, H3N2; Influenza B: Victoria Lineage). All three viruses can have varying degrees of signs and symptoms, ranging from no symptoms (asymptomatic) to severe symptoms. Vaccinations are usually covered by health insurance for all three and it is never too late to get vaccinated.

*QUALITY REPORT:
2025-2026
RESPIRATORY
SEASON UPDATE*

Dr. Martin discussed the spread of respiratory viruses and a Short-Term COVID-19 Forecast for the Bay Area vs. the National Forecast. Washington Health has implemented measures to minimize transmission of respiratory illness that includes Masking, Screening, Isolation, Mandatory COVID-19 testing for surgical patients, and optional masking for patients, visitors and workers not performing clinical procedures.

Ajay Sial, Interim Senior Vice President & Chief Financial Officer, presented the Finance Report for July 2025. The average daily inpatient census was 174.2 with discharges of 1,111 resulting in 5,401 patient days. Outpatient observation equivalent days were 165. The average length of stay was 5.01 days. The case mix index was 1.641. Deliveries were 158. Surgical cases were 526. The Outpatient visits were 9,603. Cath Lab cases were 228. Emergency visits were 5,089. Joint Replacement cases were 179. Neurosurgical cases were 27. Cardiac Surgical cases were 34. Total FTEs were 1,690.8. FTEs per adjusted occupied bed was 5.99. Overall, the net income for July was (\$21,000).

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for August 2025. Patient gross revenue of \$224.0 million for August was unfavorable to budget of \$234.3 million (4.4%), and it was higher than August 2024 by \$3.1 million (1.4%).

*HOSPITAL
OPERATIONS REPORT*

Trauma Cases of 185 for August was favorable to the budget of 154 by 31 (20.1%) and favorable to August 2024 by 40 (27.6%). Trauma gross revenue of \$18.6 million for August was favorable to the budget of \$18.1 million by \$0.6 million (3.1%).

The Average Length of Stay was 4.73. The Average Daily Inpatient Census was 174.2 and was unfavorable to budget of 164.8 by 18.2 (9.9%). There were 1,080 Discharges that was consistent to budget of 1,087 by 7 (0.6%). There were 5,108 patient days and was unfavorable to budget of 5,672 by 564 days (9.9%). There were 523 Surgical Cases and 217 Cath Lab cases at the Hospital. Deliveries were 143. Non-Emergency Outpatient visits were 9,359. Emergency Room visits were 5,365. Total Government Sponsored Preliminary Payor Mix was 72.7%, against the budget of 73.5%. Total FTEs per Adjusted Occupied Bed were 6.03.

There was \$169K in charity care adjustments in August 2025.

September Employee of the Month is Nancy Liu, Clinical Dietitian, Certified Diabetes Care and Education Specialist

EMPLOYEE OF THE MONTH

Past Health Promotions & Community Outreach Events:

HOSPITAL CALENDAR

- August 16: Festival of India – Downtown Fremont
- August 21: Washington Health Walk: Cholesterol & Blood Pressure – Mark Green Sports Center, Union City
- August 21: Open House for Dr. Jasmine Huynh, Medical Oncologist – UCSF Washington Cancer Center
- August 26: Drive Safer, Drive Longer
- August 27: Heart Health for South Asians – Facebook and YouTube
- September 4: Washington Health's WOOF Canine Therapy Program – Niles Rotary Club
- September 9: Washington Health Walk: Diabetes – Ruggieri Senior Center
- September 10: Medicare: What You Need to Know – Facebook and YouTube

Upcoming Health Promotions & Community Outreach Events:

- September 13: Walk to End Alzheimer's – Masonic Homes, Union City
- September 14: UCSF MASALA Study on South Asian Heart Health: Town Hall
- September 17: Polly's Heart Health Fair – Ruggieri Senior Center, Union City
- September 20: New Haven School Foundation Mutt Strut – Masonic Homes, Union City
- September 20-21: Newark Days Parade – Newark Municipal Center
- September 21: Fremont Disability Resource Fair – Fremont Downtown Event Center

- September 24: Suicide Prevention: Awareness, Support, and Hope – Facebook and YouTube
- September 25: Signs and Symptoms of Stroke – Acacia Creek, Union City
- September 25: Kiko's Birthday Memorial Event – Federico's Grill, Niles
- September 27: HERS Walk / Run / Yoga Event – Quarry Lakes, Fremont
- October 4: Community Safety Fair – Washington West
- October 4: National Alliance on Mental Illness, Southern Alameda County Chapter Walk – Fremont Central Park
- October 4-5: Our Lady of the Rosary Parish Festival – Union City
- October 8: Breast Cancer Screening: The Impact of 3D Mammography – Facebook and YouTube

The Foundation will be hosting the 39th Annual Top Hat Gala 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. Sponsorships and tickets are available now.

The Foundation will be hosting its annual Founders & Friends Luncheon on Wednesday, September 17 at Casa Bella in Sunol. We will be joined by our newest orthopedic surgeon, Dr. Erik McDonald, who will speak about his work and its impact on our patients. The next Quarterly Meeting will take place on Tuesday, October 28 at 4:30 pm.

Director Yee moved that the Board authorize the Chief Executive Officer to proceed with entering into the 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. The agreement is 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. Dr. Eapen seconded the motion.

*ACTION ITEM:
CONSIDERATION OF
BRG CONSULTING
SERVICES*

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.

ANNOUNCEMENTS

There being no further business, Director Wallace adjourned the meeting at 7:44 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, September 15, 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, Senior Vice President & Chief Financial Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Tina Nunez, Senior Vice President & Chief Administrative Officer; Terri Hunter, Vice President & Chief Nursing Officer; Paul Kozachenko, Legal Counsel; Farhan Fadoo, MD, Executive Director & Chief Medical Officer/WHMG; 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 and Conference Involving Personnel Matters: Chief Executive Officer.

*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 September 16, 2025. The minutes of this meeting will reflect any reportable actions.

Director Wallace reconvened the meeting to open session at 7:42 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 7:42 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, September 22, 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;

ROLL CALL

Absent: Michael Wallace; Jacob Eapen, MD

Also present: Kimberly Hartz, Chief Executive Officer; Aaron Barry, MD; Mark Saleh, MD; John Romano, MD; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Terri Hunter, Vice President & Chief Nursing Officer; Brian Smith, MD; Chief Medical Information Officer and Quality & Patient Safety Physician Officer; Rohit Arora, MD

There were no Oral communications.

*COMMUNICATIONS:
ORAL*

There were no Written communications.

*COMMUNICATIONS:
WRITTEN*

Director Nicholson adjourned the meeting to closed session at 7:31 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 8:54 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 8:54 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, September 24, 2025 in the Board Room, 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Nicholson called the meeting to order at 6:00 p.m. and led those present in the Pledge of Allegiance.

CALL TO ORDER

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

ROLL CALL

Absent: Michael Wallace

Also present: Kimberly Hartz, Chief Executive Officer; Larry LaBossiere, Senior Vice President & Chief Operating Officer; Ajay Sial, Senior Vice President & Chief Financial Officer; Terri Hunter, Vice President & Chief Nursing Officer; Paul Kozachenko, Legal Counsel; Cheryl Renaud, Executive 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 is being conducted in the Board Room and by Zoom.

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 Re-Appointment of Committee Members to the Citizens' Bond Oversight Committee (CBOC)

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.

There were no Action Items.

ACTION ITEM

There were no Announcements.

ANNOUNCEMENTS

Director Nicholson adjourned the meeting to closed session at 6:03 p.m., as the discussion pertained to reports regarding Medical Audit & Quality Assurance Matters pursuant to Health & Safety Code Section 32155 and Conference involving Trade Secrets pursuant to Health & Safety Code Section 32106 (Strategic Planning). Director Nicholson stated that the public has a right to know what, if any, reportable action takes place during closed session. Since this meeting was being conducted in the Board Room and via Zoom, there is no way of knowing when the closed session will end. The public was informed that they could contact the District Clerk for the Board's report beginning September 25, 2025. The minutes of this meeting will reflect any reportable actions.

*ADJOURN TO CLOSED
SESSION*

Director Nicholson reconvened the meeting to open session at 7:52 p.m. The District Clerk reported that during the closed session, the Board approved the Closed Session Meeting Minutes of August 18 & 27, 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 Nicholson adjourned the meeting at 7:52 p.m.

ADJOURNMENT

Michael Wallace
President

Jacob Eapen, MD
Secretary



WASHINGTON HEALTH
INDEX TO BOARD FINANCIAL STATEMENTS
August 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: September 30, 2025

To: Board of Directors

From: Kimberly Hartz, Chief Executive Officer

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

SUMMARY OF OPERATIONS

1. Utilization – Schedule Board 3

	August <u>Actual</u>	August <u>Budget</u>	Current 12 <u>Month Avg.</u>
<u>ACUTE INPATIENT:</u>			
IP Average Daily Census	164.8	183.0	174.0
Combined Average Daily Census	171.4	192.5	183.2
No. of Discharges	1,080	1,087	1,032
Patient Days	5,108	5,672	5,291
Discharge ALOS	4.73	5.22	5.15
<u>OUTPATIENT:</u>			
OP Visits	9,359	8,968	9,032
ER Visits	5,365	5,344	5,266
Observation Equivalent Days – OP	204	294	279

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

2. Staffing – Schedule Board 3

Total paid FTEs were below budget. Total productive FTEs for August came in at 1,504.4, below the budgeted level of 1,561.5. Non-Productive FTEs were below budget by 7.2. Total FTEs per Adjusted Occupied Bed were 6.07, or 0.07 worse than the budgeted level of 6.00.

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

Total Gross Patient Revenue of \$223,972,000 for August was (\$10,310,000) below the budget, or (4.4%).

Deductions from Revenue totaled \$170,982,000 which equates to a 76.3% blended contractual rate. This was favorable to the budgeted rate of 76.9%.

Total Net Operating Revenue of \$54,319,000 was (\$1,075,000) or (1.9%) below the Budget.

Total Operating Expenses for the month were \$55,597,000, which was lower than the budget by \$1,088,000, or 1.9%.

For the month of August, the Hospital realized a Net Operating Loss of (\$1,278,000) from Operations, a (2.35%) Margin.

The Total Non-Operating Income of \$2,564,000 for the month includes an unrealized gain on investments of \$1,533,000 and was favorable to the budget by \$1,436,000.

The Net Income for August was \$1,286,000, which equates to a 2.4% Margin, and was \$1,449,000 above the Budgeted Net Income of (\$163,000).

The Total Net Loss for August 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 (\$1,131,000) (a (2.08%) Margin) compared to Budgeted Income of (\$1,126,000) for an unfavorable variance of (\$5,000).

4. **Balance Sheet – Schedule Board 2** (Preliminary to audit)

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

KIMBERLY HARTZ
Chief Executive Officer



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

August			
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
\$ 131,249	\$ 145,296	\$ (14,047)	-9.7%
92,723	88,986	3,737	4.2%
223,972	234,282	(10,310)	-4.4%
(165,421)	(175,511)	10,090	5.7%
(5,561)	(4,652)	(909)	-19.5%
(170,982)	(180,163)	9,181	5.1%
76.34%	76.90%		
52,990	54,119	(1,129)	-2.1%
1,329	1,275	54	4.2%
54,319	55,394	(1,075)	-1.9%
26,448	26,559	111	0.4%
8,363	9,099	736	8.1%
7,244	7,328	84	1.1%
7,731	7,785	54	0.7%
2,223	2,365	142	6.0%
3,588	3,549	(39)	-1.1%
55,597	56,685	1,088	1.9%
(1,278)	(1,291)	13	1.0%
-2.35%	-2.33%		
622	472	150	31.8%
3	-	3	0.0%
(1,735)	(1,638)	(97)	-5.9%
67	53	14	26.4%
-	-	-	0.0%
-	-	-	0.0%
-	-	-	0.0%
2,032	2,032	-	0.0%
42	209	(167)	
-	-	-	
1,533	-	1,533	0.0%
2,564	1,128	1,436	127.3%
\$ 1,286	\$ (163)	\$ 1,449	889.0%
2.37%	-0.29%		
\$ (1,131)	\$ (1,126)	\$ (5)	-0.4%
-2.08%	-2.03%		

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.
\$ 273,733	\$ 287,029	\$ (13,296)	-4.6%
181,044	175,200	5,844	3.3%
454,777	462,229	(7,452)	-1.6%
(335,760)	(344,675)	8,915	2.6%
(11,135)	(9,305)	(1,830)	-19.7%
(346,895)	(353,980)	7,085	2.0%
76.28%	76.58%		
107,882	108,249	(367)	-0.3%
2,501	2,542	(41)	-1.6%
110,383	110,791	(408)	-0.4%
52,765	52,962	197	0.4%
18,129	18,431	302	1.6%
14,595	14,543	(52)	-0.4%
15,339	15,745	406	2.6%
4,321	4,712	391	8.3%
7,147	7,087	(60)	-0.8%
112,296	113,480	1,184	1.0%
(1,913)	(2,689)	776	28.9%
-1.73%	-2.43%		
1,335	944	391	41.4%
15	-	15	0.0%
(3,384)	(3,277)	(107)	-3.3%
179	139	40	28.8%
-	-	-	0.0%
-	-	-	0.0%
-	-	-	0.0%
4,226	4,226	-	0.0%
258	418	(160)	-38.3%
-	-	-	0.0%
549	-	549	0.0%
3,178	2,450	728	29.7%
\$ 1,265	\$ (239)	\$ 1,504	629.3%
1.15%	-0.22%		
\$ (1,209)	\$ (2,327)	\$ 1,118	48.0%
-1.10%	-2.10%		



**WASHINGTON HEALTH
BALANCE SHEET
August 2025
(In thousands)**

SCHEDULE BOARD 2

ASSETS AND DEFERRED OUTFLOWS			August 2025	Unaudited June 2025	LIABILITIES, NET POSITION AND DEFERRED INFLOWS			August 2025	Unaudited June 2025
CURRENT ASSETS					CURRENT LIABILITIES				
1	CASH & CASH EQUIVALENTS		\$ 10,260	\$ 20,881	1	CURRENT MATURITIES OF L/T OBLIG		\$ 10,165	\$ 9,880
2	ACCOUNTS REC NET OF ALLOWANCES		83,015	81,212	2	ACCOUNTS PAYABLE		26,650	29,295
3	OTHER CURRENT ASSETS		32,419	31,264	3	OTHER ACCRUED LIABILITIES		61,919	85,990
4	TOTAL CURRENT ASSETS		125,694	133,357	4	INTEREST		1,598	13,801
					5	TOTAL CURRENT LIABILITIES		100,332	138,966
ASSETS LIMITED AS TO USE					LONG-TERM DEBT OBLIGATIONS				
5	BOARD DESIGNATED FOR CAPITAL AND OTHER		168,449	181,650	6	REVENUE BONDS AND OTHER		206,373	215,181
6	GENERAL OBLIGATION BOND FUNDS		122,944	129,459	7	GENERAL OBLIGATION BONDS		466,083	466,177
7	REVENUE BOND FUNDS		50,170	50,903					
8	BOND DEBT SERVICE FUNDS		17,594	41,368					
9	OTHER ASSETS LIMITED AS TO USE		11,337	11,079					
10	TOTAL ASSETS LIMITED AS TO USE		370,494	414,459	OTHER LIABILITIES				
11	OTHER ASSETS		391,477	383,227	8	SUPPLEMENTAL MEDICAL RETIREMENT		46,786	46,109
					9	WORKERS' COMP AND OTHER		10,684	10,540
					10	NET PENSION		52,567	50,459
					11	ROU ASSET LONG-TERM		9,264	9,712
12	OTHER INVESTMENTS		20,563	26,133					
13	NET PROPERTY, PLANT & EQUIPMENT		571,071	565,182	12	NET POSITION		573,384	572,116
14	TOTAL ASSETS		<u>\$ 1,479,299</u>	<u>\$ 1,522,358</u>	13	TOTAL LIABILITIES AND NET POSITION		<u>\$ 1,465,473</u>	<u>\$ 1,509,260</u>
15	DEFERRED OUTFLOWS		16,717	18,475	14	DEFERRED INFLOWS		30,543	31,573
16	TOTAL ASSETS AND DEFERRED OUTFLOWS		<u>\$ 1,496,016</u>	<u>\$ 1,540,833</u>	15	TOTAL LIABILITIES, NET POSITION AND DEFERRED INFLOWS		<u>\$ 1,496,016</u>	<u>\$ 1,540,833</u>



WASHINGTON HEALTH
OPERATING INDICATORS
August 2025

SCHEDULE BOARD 3

	August				
12 MONTH AVERAGE	ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.	
174.0	164.8	183.0	(18.2)	-10%	
9.2	6.6	9.5	(2.9)	-31%	
183.2	171.4	192.5	(21.1)	-11%	
8.7	8.9	8.3	0.6	7%	
191.9	180.3	200.8	(20.5)	-10%	
3.5	2.0	3.8	(1.8)	-47%	
5,291	5,108	5,672	(564)	-10%	
279	204	294	90	31%	
1,032	1,080	1,087	(7)	-1%	
5.15	4.73	5.22	0.5	9%	
3.12	2.91	3.10	0.2	6%	
1.649	1.623	1.684	(0.061)	-4%	
34	46	40	6	15%	
121	120	121	(1)	-1%	
58	55	54	1	2%	
25	17	28	(11)	-39%	
198	194	207	(13)	-6%	
37	33	27	6	22%	
26	26	33	(7)	-21%	
31	32	34	(2)	-6%	
531	523	544	(21)	-4%	
197	217	194	23	12%	
141	143	137	6	4%	
9,032	9,359	8,968	391	4%	
5,266	5,365	5,344	21	0%	
1,479.3	1,504.4	1,561.5	57.1	4%	
205.1	202.9	210.1	7.2	3%	
1,684.4	1,707.3	1,771.6	64.3	4%	
5.10	5.35	5.29	(0.06)	-1%	
5.80	6.07	6.00	(0.07)	-1%	

PATIENTS IN HOSPITAL

1	ADULT & SCN AVERAGE DAILY CENSUS
2	OUTPT OBSERVATION AVERAGE DAILY CENSUS
3	COMBINED AVERAGE DAILY CENSUS
4	NURSERY AVERAGE DAILY CENSUS
5	TOTAL
6	SPECIAL CARE NURSERY AVERAGE DAILY CENSUS
7	ADULT & SCN PATIENT DAYS
8	OBSERVATION EQUIVALENT DAYS - OP
9	DISCHARGES-ADULTS & SCN
10	AVERAGE LENGTH OF STAY-ADULTS & SCN
11	AVERAGE LENGTH OF STAY-ADULTS & SCN / CASE MIX INDEX

OTHER KEY UTILIZATION STATISTICS

12	OVERALL CASE MIX INDEX (CMI)
SURGICAL CASES	
13	CARDIAC
14	GASTROENTEROLOGY
15	GENERAL
16	NEUROSURGERY
17	ORTHOPEDICS
18	UROLOGY
19	VASCULAR
20	OTHER
21	TOTAL CASES
22	CATH LAB CASES
23	DELIVERIES
24	OUTPATIENT VISITS
25	EMERGENCY VISITS

LABOR INDICATORS

26	PRODUCTIVE FTE'S
27	NON PRODUCTIVE FTE'S
28	TOTAL FTE'S
29	PRODUCTIVE FTE/ADJ. OCCUPIED BED
30	TOTAL FTE/ADJ. OCCUPIED BED

FISCAL YEAR TO DATE			
ACTUAL	BUDGET	FAV (UNFAV) VAR	% VAR.
169.5	180.3	(10.8)	-6%
6.0	9.3	(3.3)	-35%
175.5	189.6	(14.1)	-7%
9.6	8.2	1.4	17%
185.1	197.8	(12.7)	-6%
3.4	3.8	(0.4)	-11%
10,509	11,181	(672)	-6%
369	580	211	36%
2,191	2,139	52	2%
4.87	5.23	0.4	7%
3.00	3.17	0.2	5%
1.623	1.649	(0.026)	-2%
94	73	21	29%
234	241	(7)	-3%
118	105	13	12%
44	53	(9)	-17%
373	406	(33)	-8%
63	51	12	24%
59	67	(8)	-12%
64	63	1	2%
1,049	1,059	(10)	-1%
445	379	66	17%
301	269	32	12%
18,962	17,711	1,251	7%
10,454	10,527	(73)	-1%
1,484.1	1,536.0	51.9	3%
215.0	226.0	11.0	5%
1,699.1	1,762.0	62.9	4%
5.27	5.29	0.02	0%
6.03	6.07	0.04	1%