

Board of Directors' Meeting
December 13, 2023

A meeting of the Board of Directors of the Washington Township Health Care District was held on Wednesday, December 13, 2023 in the Board Room at 2000 Mowry Avenue, Fremont and Zoom access was provided. Director Stewart 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: Bernard Stewart, DDS; Michael Wallace; William Nicholson, MD; Jacob Eapen, MD; Jeannie Yee

ROLL CALL

Also present: Kimberly Hartz; Tina Nunez; Larry LaBossiere; Thomas McDonagh; Terri Hunter; Paul Kozachenko; John Zubiena; Ed Fayen; Semone Clark; Marcus Watkins; Jerri Randrup; Laura Anning; Donald Pipkin; Sheela Vijay; Kristin Ferguson; Mary Bowron; Jason Krupp, MD; Michelle Hudson; Mark Saleh, MD; John Lee; Lamiya Sheikh; Felipe Villanueva; Jeffrey Van Dorn; Jimmy Chang; Angus Cochran; Melissa Garcia; Kayla Gupta; Brian Smith, MD; Kel Kanady; Gisela Hernandez; Dan Nardoni; Noah Bell; Cheryl Renaud; Shirley Ehrlich

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

OPENING REMARKS

Director Stewart 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.

The following individuals commented: Kim Lake; Evie Merritt; Valerie Davidson; Noor Zareen

*COMMUNICATIONS:
ORAL*

There were no Written Communications.

*COMMUNICATIONS:
WRITTEN*

Director Nicholson moved for the following Slate of Board Officers for the calendar year of 2024 as presented:

*ELECTION OF
OFFICERS*

President: Jacob Eapen, MD
First Vice President: Michael Wallace
Second Vice President: William Nicholson, MD
Treasurer: Jeannie Yee
Secretary: Bernard Stewart, DDS

Director Stewart seconded the motion.

Roll call was taken:

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

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Motion Approved.

Director Eapen presented the Consent Calendar for consideration:

CONSENT CALENDAR

- A. Consideration of Minutes of the Regular Meetings of the District Board:
November 8, 20 & 27, 2023
- B. Consideration of Reappointment to the Washington Township Hospital
Development Corporation Board of Directors for 2024
- C. Consideration of Belmont Rapid Infusers for Trauma
- D. Consideration of Fujifilm Sonosite PX Ultrasound System for Trauma

Director Nicholson moved that the Board of Directors approve the Consent Calendar, Items A through D. Director Wallace seconded the motion.

Roll call was taken:

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

Motion Approved.

Kimberly Hartz, Chief Executive Officer, introduced Elwood Conaway, Trauma Program Director, who presented the Washington Hospital Healthcare System Journey to Level II Trauma Center Designation. Elwood began with the History of Trauma and introduced elements of the Trauma Chain of Survival. He also spoke about the Trauma Process including trauma care delivery, data abstraction, trauma registry, data analysis, performance improvement and best practice guidelines. It was also announced that Dr. Chet Morrison will be joining Washington Hospital as the Trauma Medical Director in January 2024.

*PRESENTATION:
TRAUMA UPDATE*

A Level II Adult Trauma Center includes or requires 15 surgical specialists on call with 24/7 availability of operating rooms, access to blood bank and radiology and ongoing clinical education. Community Outreach includes “Stop the Bleed Campaign”, Heimlich education and Fall Prevention at Skilled Nursing Facilities to a current population of 415,000 within the area that Washington Hospital serves. The next step includes submitting a Pre-Review Questionnaire (PRQ) to Alameda County with an on-site visit from an Alameda County Consultant in 2024. We anticipate opening the Provisional Level II Trauma Center in July 2024.

Kimberly Hartz, Chief Executive Officer, introduced Ed Faye, Executive Vice President and Chief Construction Officer, who presented the Construction Update on the Patient Bridge. Photographs include the installation of the waterproofing

*PRESENTATION:
CONSTRUCTION
UPDATE*

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membrane on the roof and the sides of the bridge. Additional photographs displayed the installed window frames and the interior walls that are ready for drywall installation. The exterior walls are shored up to the west end of the bridge and duct work has been installed extending above the roof. The plumbing and framing for under the bridge are in place and the waterproofing skins have been applied. The bridge exterior is near completion and looks as though it was part of the original design/build.

Ed Fayen, Executive Vice President and Chief Construction Officer, presented the updated Washington Hospital Campus Master Plan, which includes the Infill and Bridge projects, the expansion of Morris Hyman Critical Care Pavilion (MHCCP) and demo/sitework to take place. The first phase includes the Patient Bridge and is nearly complete. The Infill Project at MHCCP is to be funded by the General Obligation (GO) Bond. This includes relocating the Sterile Processing Department, Perioperative Services, Pharmacy and Imaging into the MHCCP. The Perioperative Services will include 8 surgical suites and 12 recovery rooms. Step 2 is the Hospital Expansion Building, which will be next to the current MHCCP. The revision in the original design of the new expansion building is going to be 4 floors instead of 6. The third and final step is the demolition of the south side of the existing 1958 building.

*PRESENTATION:
FACILITY MASTER
PLAN*

Director Nicholson moved for adoption of Resolution No. 1259, which the Board of Directors of the Washington Township Health Care District authorizes and directs the Chief Executive Officer to proceed with the review of the Updated Master Plan pursuant to the California Environmental Quality Act. Director Wallace seconded the motion.

*ACTION ITEM:
ADOPTION OF
RESOLUTION NO.
1259 REVIEW OF THE
UPDATED MASTER
PLAN PURSUANT TO
CALIFORNIA
ENVIRONMENTAL
QUALITY ACT*

Roll call was taken:

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

Motion Approved.

Dr. Mark Saleh, Chief of Staff, reported that there are now 619 Medical Staff members, including 342 active members. Dr. Saleh announced that the Medical Staff held their Holiday Luncheon last week and it was well received. Dr. Saleh noted that Dr. Carmencita Agcaoili is retiring on Monday, January 8, 2024. Lastly, Dr. Saleh stated that he performed the 16th Aquablation procedure this week. This process is becoming more efficient and reported that all have had positive outcomes.

*MEDICAL STAFF
REPORT*

Sheela Vijay, the Service League President, reported for November that there were 172 members of the Service League who contributed 1,841 hours to the Hospital. The Masquerade sale took place on November 27, 28 and 29, 2023. The commission generated by the sale for the Service League was \$10,500. This is an

*SERVICE LEAGUE
REPORT*

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increase of almost \$5,000 from last year's sale. The kick-off event held at the Gift Shop generated \$1,800 in merchandise sales and raffle tickets.

This month, Sheela highlighted the No One Dies Alone Program (NODA). This program originated in Oregon in 2001. It ensures that terminally ill patients don't face death alone. The NODA Program was initiated five months ago at Washington Hospital and is managed by Spiritual Care and staffed by Service League Volunteers. This provides crucial support to nurses and offers solace to individuals in their final stages of life. To become a NODA volunteer, individuals go through an interview process, followed by comprehensive training sessions that equip them for their responsibilities. Before officially commencing vigils, volunteers undergo shadowing experiences, providing insights into the dynamics of end-of-life care. Our NODA program currently has 10 volunteers who stand as a testament to the values, compassion, empathy and community that define our mission.

Kimberly Hartz, Chief Executive Officer, introduced Jeff Van Dorn, Director of Marketing and Patient Experience, who presented the Improvements in Patient Experience in Washington Township Medical Foundation. The Key Lean Principles are to Understand our patients' perspective with data driven improvements and engage staff and providers with transparency and accountability.

*LEAN REPORT:
IMPROVING PATIENT
EXPERIENCE IN
WASHINGTON
TOWNSHIP MEDICAL
FOUNDATION*

Each unit has a goal that is linked to organizational requirements, by utilizing visual management tools such as the Process Owner Board and the Frontline Board. The management and staff can work together to define priorities and show progress towards a goal, while engaging the staff in problem solving and more efficient operations within the unit.

The Patient Experience in Women's Health had a unit goal of increasing the Press Ganey Score from 85.96 in FY 2023 to 88.57 in FY 2024. The challenges were issues with access, staff turnover and schedule changes with the provider. Some of the initiatives were to use scheduling templates to improve patient flow and sending thank you cards to new patients, as well as collaborating with Maternal/Child Health to improve transition from clinic to hospital, along with Care Communication Training. There is improvement in patient wait times for the period of May 2023 to October 2023. Some key takeaways are consistent communication, visual displays and accountability, including engagement with the front line staff and physicians to develop sustainable solutions.

Kimberly Hartz, Chief Executive Officer, introduced Dr. Carmencita Agcaoili, Medical Director of the Critical Care Unit and Intensivist Program, who presented the Annual ICU Board Report. Dr. Agcaoili began with the history of the Intensivist Program at Washington Hospital, which was established in 2008 with capacity of 20 beds in the ICU. There is now a capacity of 48 beds in ICU; 30 beds for Critical Care and 18 for IMC in the Morris Hyman Critical Care Pavilion, established in 2018. The Intensivist-Led Model includes 2 intensivists per 12 hour shift. There are 8 full time and 14 part time 100% critical care board certified intensivists on staff.

*QUALITY REPORT:
ANNUAL ICU BOARD
REPORT*

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The Program's mission is to provide the highest quality, evidence-based patient-centered care with a vision of engaging patients and families in comprehensive and highly coordinated care with human touch. The Program goals are to identify and improve the condition of critically ill patients and provide appropriate, reliable and timely care. Dr. Agcaoili reviewed the volume of admissions, top diagnoses, various quality protocols and therapies. She reviewed length of stay, ventilator outcomes, sepsis, mortality and readmissions for 2023.

Tom McDonagh, Vice President & Chief Financial Officer, presented the Finance Report for October 2023. The average daily inpatient census was 145.8 with discharges of 855 resulting in 4,521 patient days. Outpatient observation equivalent days were 358. The average length of stay was 5.22 days. The case mix index was 1.530. Deliveries were 121. Surgical cases were 480. The Outpatient visits were 9,062. Emergency visits were 5,065. Cath Lab cases were 173. Joint Replacement cases were 216. Neurosurgical cases were 33. Cardiac Surgical cases were 9. Total FTEs were 1,463.2. FTEs per adjusted occupied bed were 6.09.

FINANCE REPORT

Kimberly Hartz, Chief Executive Officer, presented the Hospital Operations Report for November 2023. Patient gross revenue of 190.6 million for November was unfavorable to budget by \$10.3 million (5.1%), and it was lower than November 2022 by \$8.3 million (4.2%).

*HOSPITAL
OPERATIONS REPORT*

The Average Length of Stay was 5.03. The Average Daily Inpatient Census was 155.2. There were 5 discharges with lengths of stays greater than 30 days, ranging from 31-86. Still in house at the end of the month, there were 10 patients with length of stays of over 30 days and counting.

There were 4,657 patient days. There were 457 Surgical Cases and 150 Cath Lab cases at the Hospital. It was noted that there were 70 cases at the Peninsula Surgery Center in November.

Deliveries were 116. Non-Emergency Outpatient visits were 9,062. Emergency Room visits were 4,959. Total Government Sponsored Preliminary Payor Mix was 72.9%, against the budget of 71.8%. Total FTEs per Adjusted Occupied Bed were 5.97. The Washington Outpatient Surgery Center had 530 cases and the clinics had approximately 15,354 visits.

There were \$142K in charity care adjustments in November 2023.

November Employee of the Month is Madhav Bhat, Senior Application Analyst in Information Services. December Employee of the Month is Jasmine Lan, Clinical Pharmacist.

*EMPLOYEE OF THE
MONTH*

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Past Health Promotions & Community Outreach Events:

HOSPITAL CALENDAR

- November 3: Washington Sports Medicine Athletic Trainers provided onsite First Aid to Special Olympics/Elementary School Soccer
- November 9: Community Health Needs Assessment presented at Newark City Council Meeting
- November 9: Is Continuous Glucose Monitor Right for You on Facebook Live & YouTube
- November 13: American High School Future Health Professionals Club toured Washington Radiology Oncology Center and Infusion Center
- November 16: Community Health Needs Assessment presented at Union City Family Center Collaborative Partnership
- November 17: WTMF providing health education on handwashing – Glenmoor Elementary
- November 28: Living with Serious Illness: Understanding Palliative Care – Facebook Live & YouTube
- November 30: Understanding Leg Pain – Acacia Creek Senior Living Community
- November 30: Virtual Panel on Pursuing Medical Careers – PTSA Irvington High School
- December 1: WHHS hosted Health Education Booth at Newark Tree Lighting
- December 2: Tattoo Removal Clinic – Washington West
- December 5: Pregnancy After Age 35 – Facebook Live & YouTube
- December 6: Tree Lighting Celebration – Anderson Auditorium

Upcoming Health Promotions & Community Outreach Events:

- December 18: Holiday Anxiety: How to Beat the Blues – Facebook Live & YouTube
- December 21: WHHS Hosts Health Education Booth at Kitayama Elementary School Career Fair

Director Nicholson moved that the Board of Directors authorize the Chief Executive Officer to enter into a Contract with Local 20 to negotiate wages, hours and working conditions for the Utilization Review Coordinators. Director Yee seconded the motion.

Roll Call was taken:

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

*ACTION ITEM:
APPROVAL OF IFPTE,
LOCAL 20 ENGINEERS
AND SCIENTISTS OF
CALIFORNIA AS
BARGAINING
REPRESENTATIVE
FOR THE
UTILIZATION REVIEW
COORDINATORS OF
WHHS*

Motion Approved.

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There were no announcements.

ANNOUNCEMENTS

There being no further business, Director Eapen adjourned the meeting at 8:52 p.m.

ADJOURNMENT

DocuSigned by:

Jacob Eapen, MD

Jacob Eapen, MD
President

DocuSigned by:

B. Stewart

Bernard Stewart, DDS
Secretary

RESOLUTION NO. 1259

**RESOLUTION OF THE BOARD OF DIRECTORS OF WASHINGTON
TOWNSHIP HEALTH CARE DISTRICT TO AUTHORIZE AND DIRECT THE
CHIEF EXECUTIVE OFFICER TO PROCEED WITH THE REVIEW OF THE
UPDATED MASTER PLAN PURSUANT TO THE CALIFORNIA
ENVIRONMENTAL QUALITY ACT**

WHEREAS, on September 8, 2010, the Washington Hospital Health Care District (“District”), as the Lead Agency, adopted Resolution No. 1096, which approved the 2010 to 2030 Site Master Plan (“Master Plan”) and certified the Final Environmental Impact Report; and

WHEREAS, the District has determined that it is necessary to update its previously approved Master Plan (“Updated Master Plan”) to meet the evolving healthcare needs of the residents of the District; and

WHEREAS, before the final adoption of the Updated Master Plan, the District needs to satisfy the requirements of the California Environmental Quality Act (Public Resources Code sections 21000 et seq., “CEQA”) and the Guidelines for Implementation of the California Environmental Quality Act (Title 14, sections 15000 et seq. of the California Code of Regulations, “CEQA Guidelines”)

NOW THEREFORE, BE IT RESOLVED AND ORDERED AS FOLLOWS:

1. The Board of Directors has reviewed the Updated Master Plan attached to this Resolution as Exhibit A and hereby authorizes the Chief Executive Officer to proceed with the review of the Updated Master Plan pursuant to the California Environmental Quality Act; and
2. The Chief Executive Officer is hereby authorized to take any and all actions necessary to execute any and all instruments and do any and all

things deemed by her to be necessary or desirable, to carry out the intent and purposes of the foregoing resolution.

Passed and adopted by the Board of Directors of the Washington Township Health Care District this 13th day of December 2023 by the following vote:

AYES: Directors Eapen, Wallace, Nicholson, Yee, Stewart

NOES:

ABSENT:

DocuSigned by:

A handwritten signature in black ink, appearing to read "Jacob Eapen, MD".

078855267#2**1D

Jacob Eapen, MD
President, Board of Directors
Washington Township
Health Care District

DocuSigned by:

A handwritten signature in black ink, appearing to read "Bernard Stewart".

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Bernard Stewart, DDS
Secretary, Board of Directors
Washington Township
Health Care District

EXHIBIT A



Washington Hospital Campus Master Plan

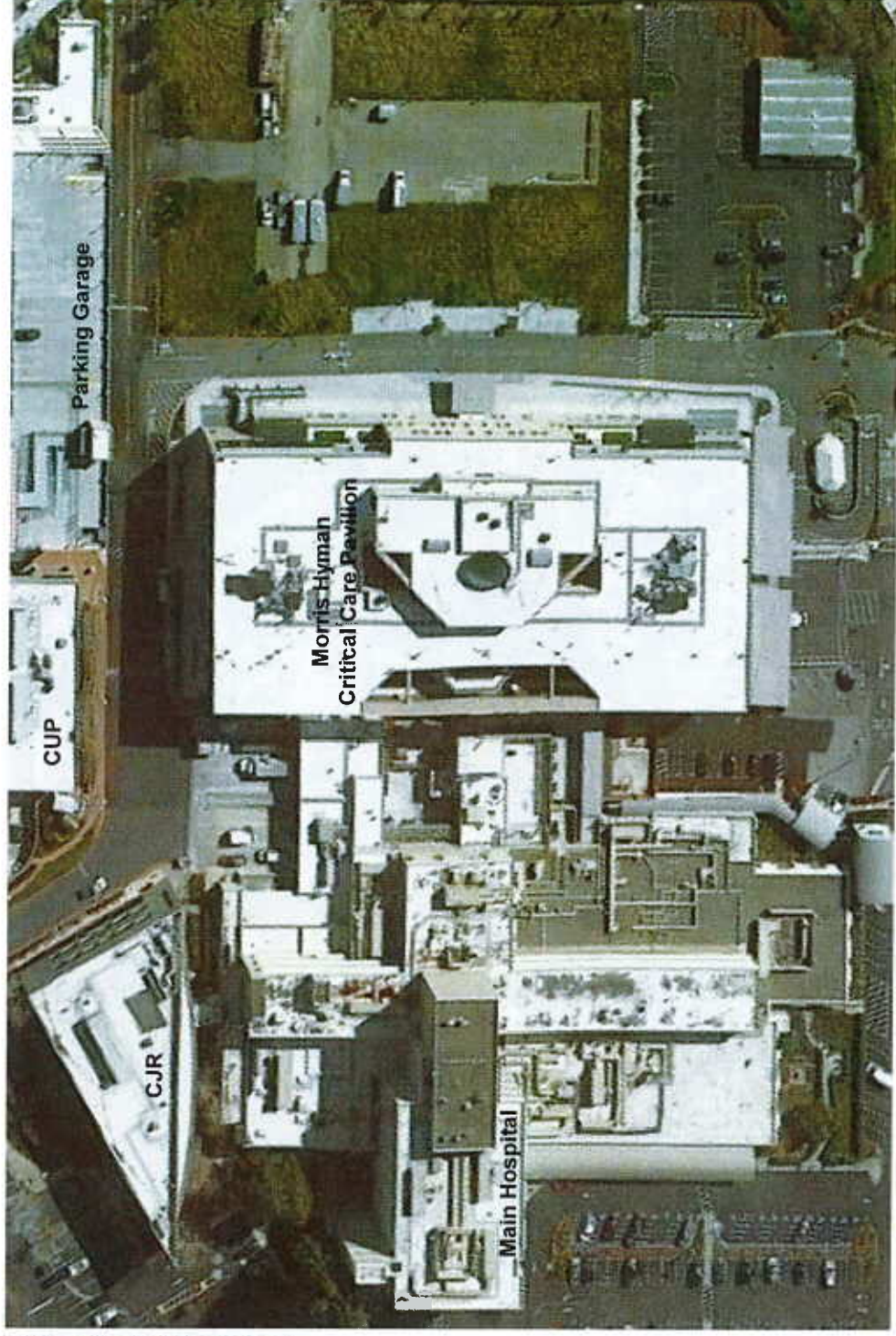
July 13, 2022

- Step 1 – Infill/Bridge
- Step 2 – Expansion
- Step 3 – Demo and Sitework



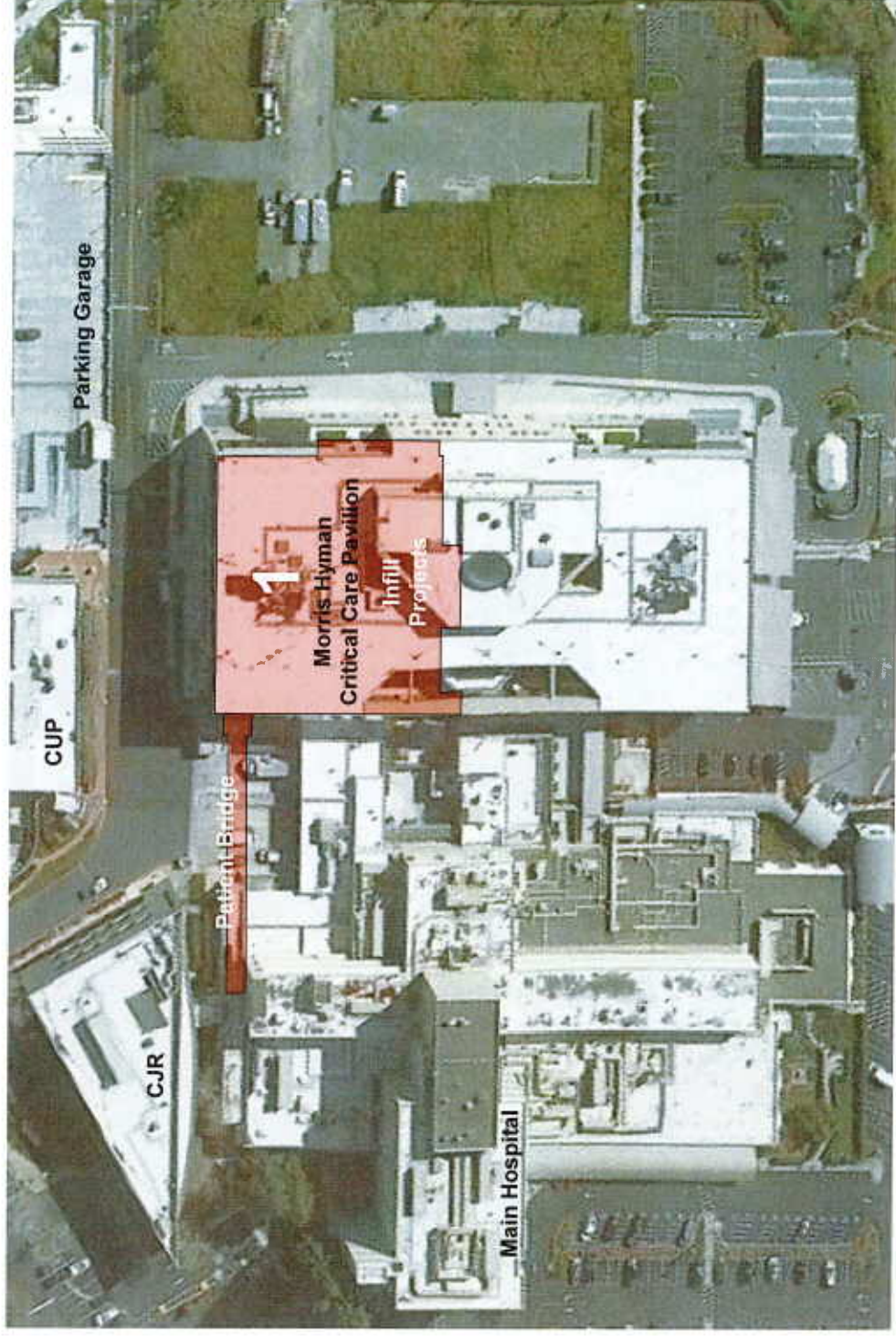
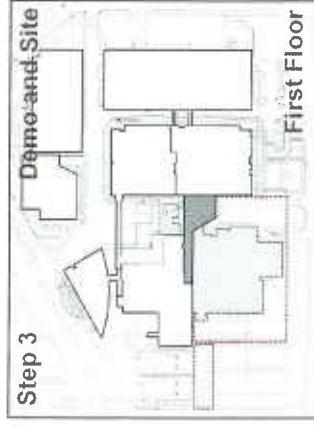
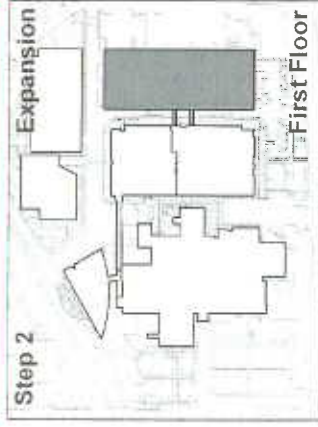
“Road Map” for Long Term Development

- Right Size Hospital Services**
- Foster Flexibility and Operational Efficiency**
- Develop Clear Wayfinding and Circulation**
- Provide for Best Use of Hospital Buildings and Site**



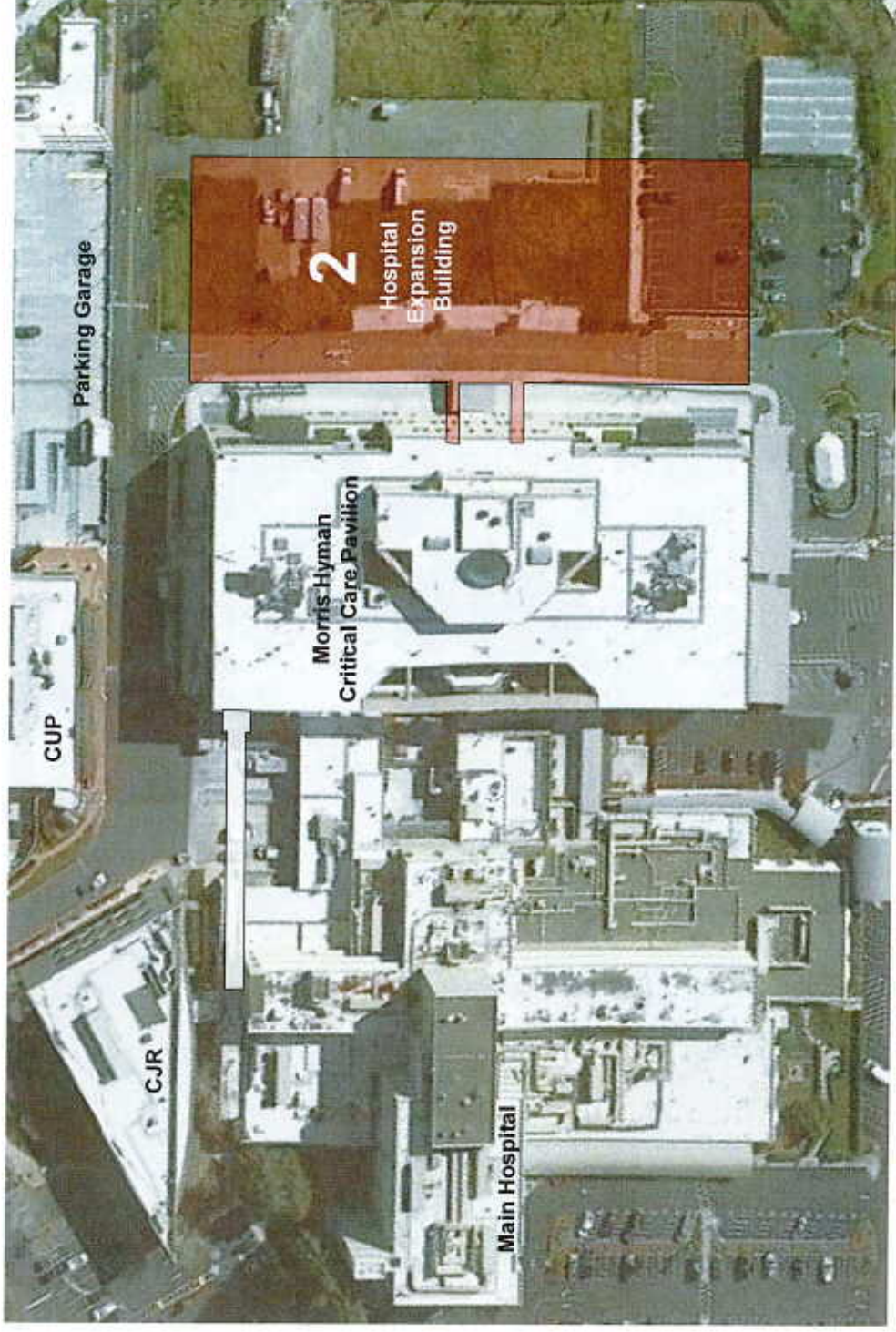
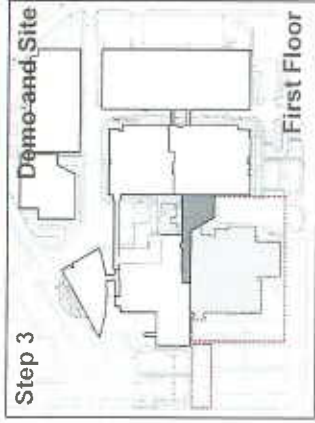
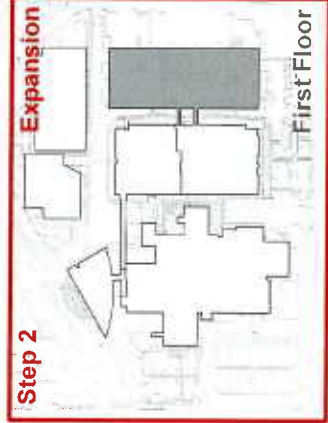
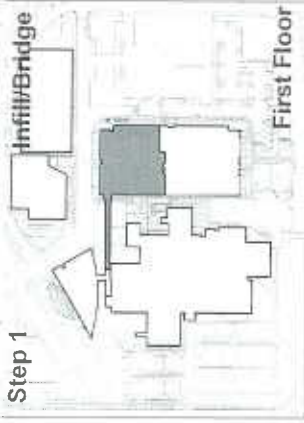
Master Plan Development – Guiding Principles

RATCLIFF



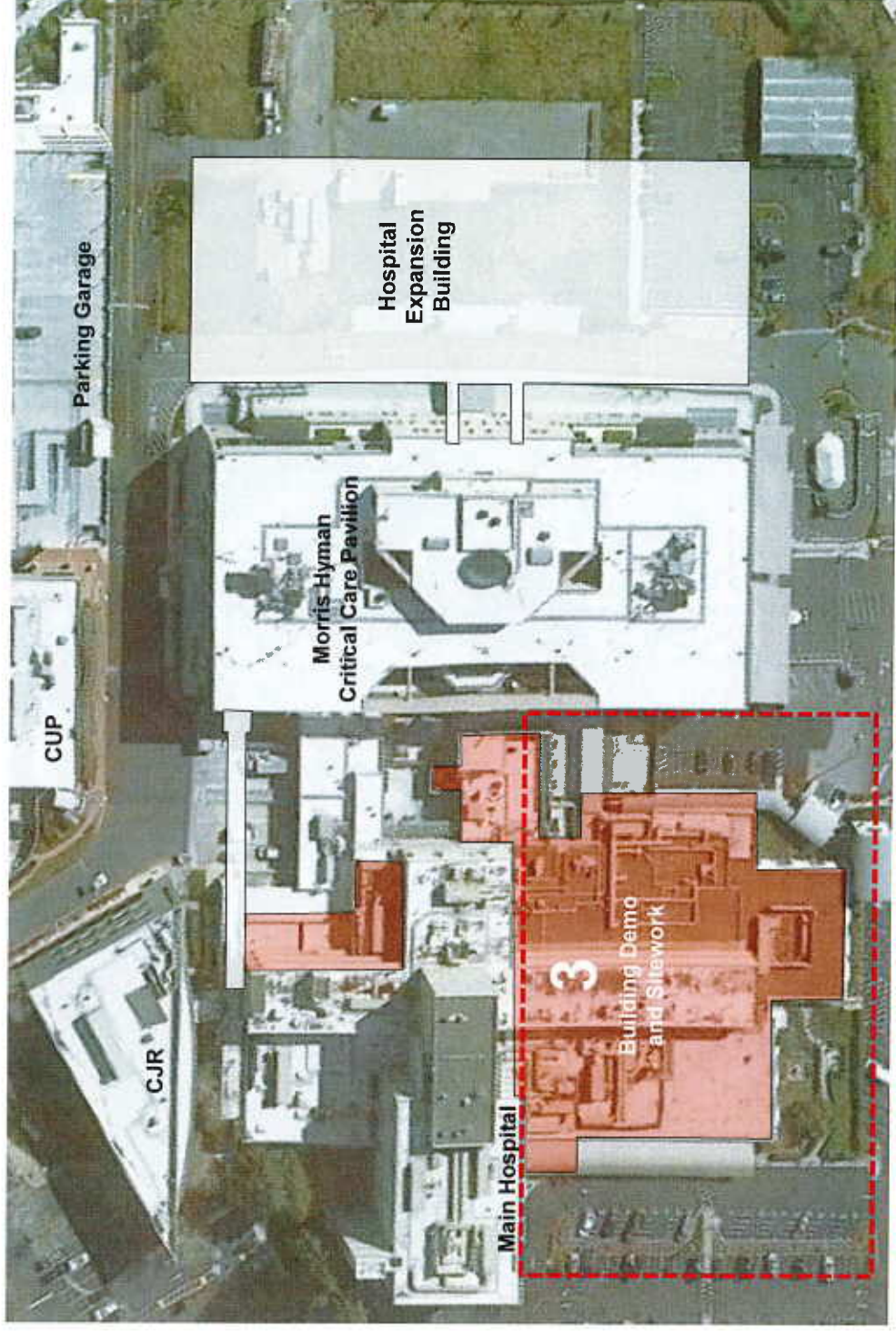
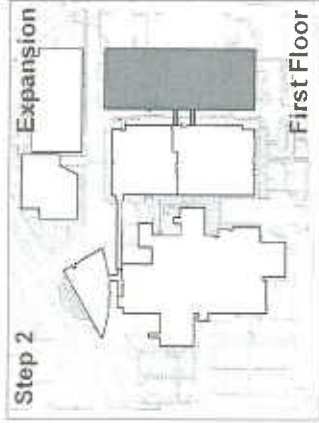
Master Plan Development – Project Step 1

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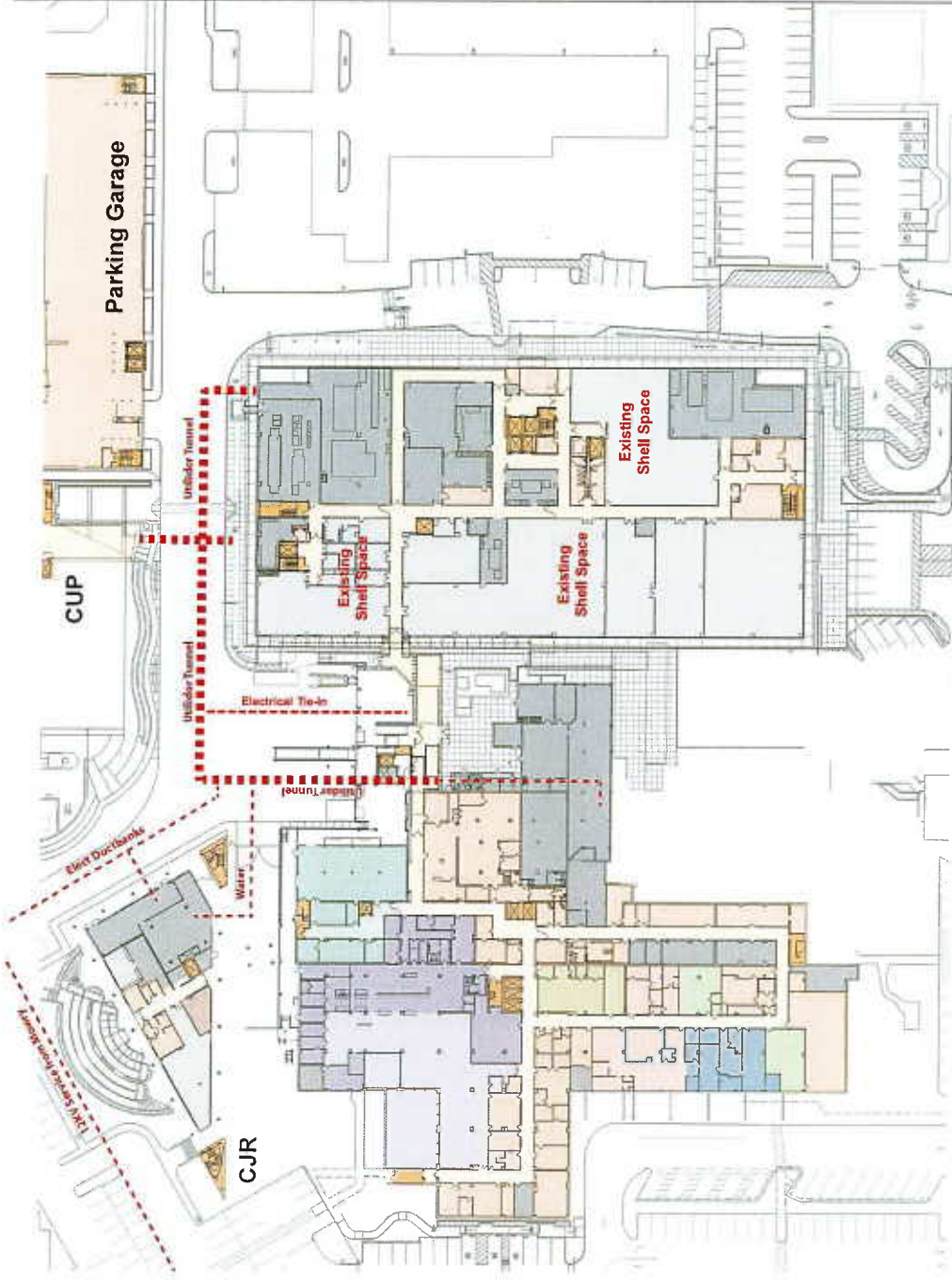
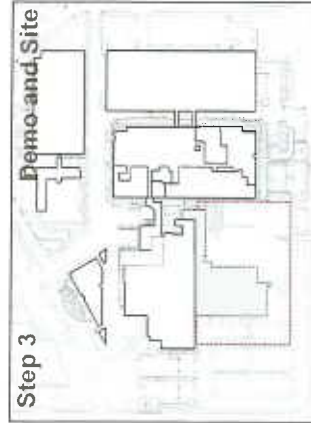
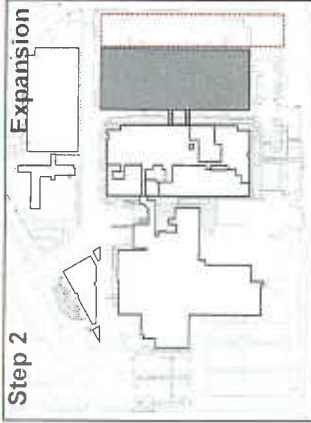
Master Plan Development – Project Step 2

RATCLIFF



Master Plan Development – Project Step 3

RATCLIFF



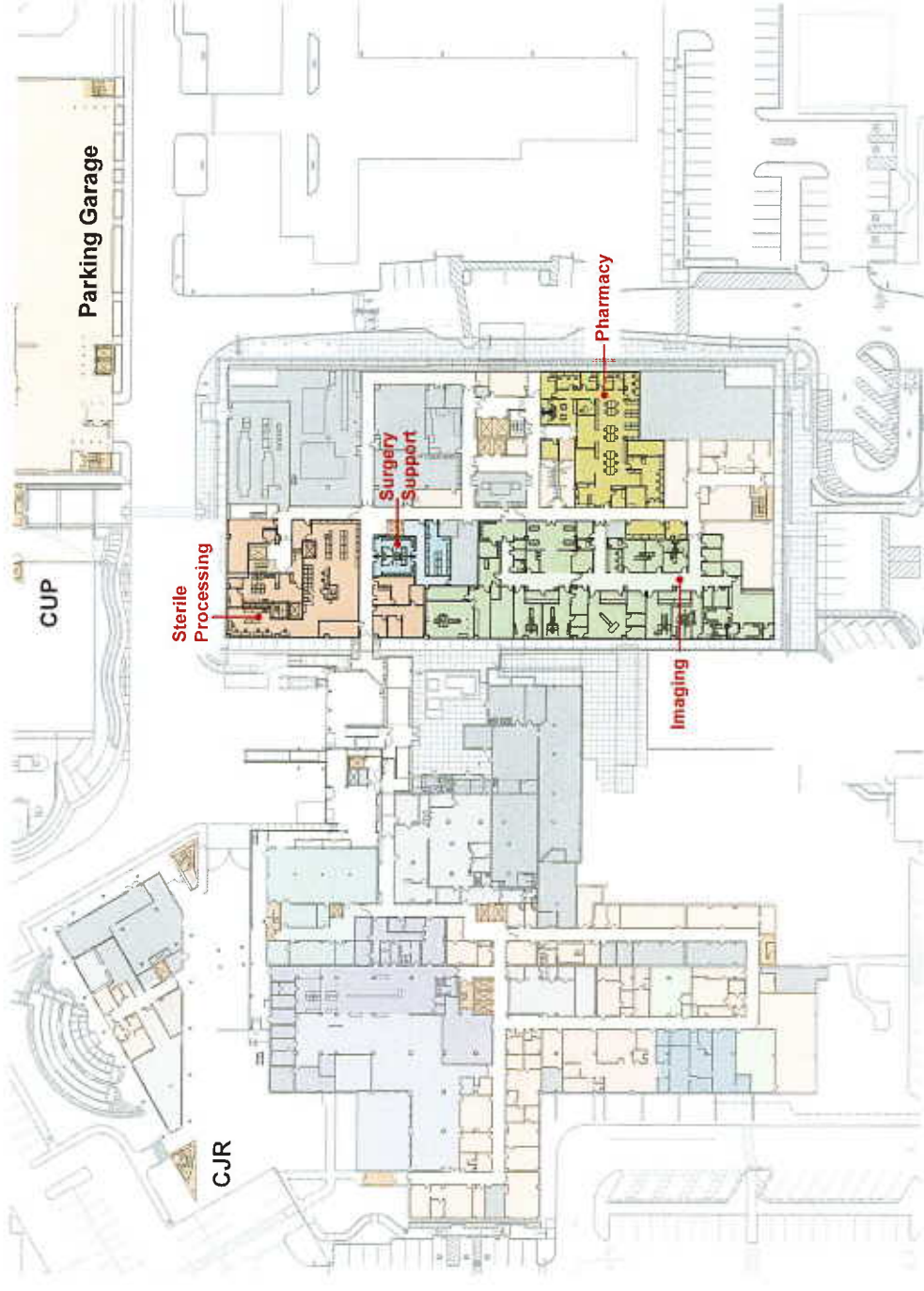
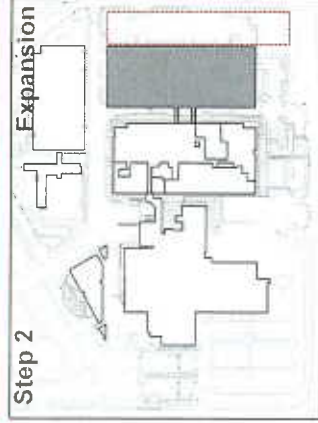
Main Hospital

Morris Hyman Critical Care Pavilion

Ground Floor

Existing Plan / Site Utilities and Shell Spaces

RATCLIFF

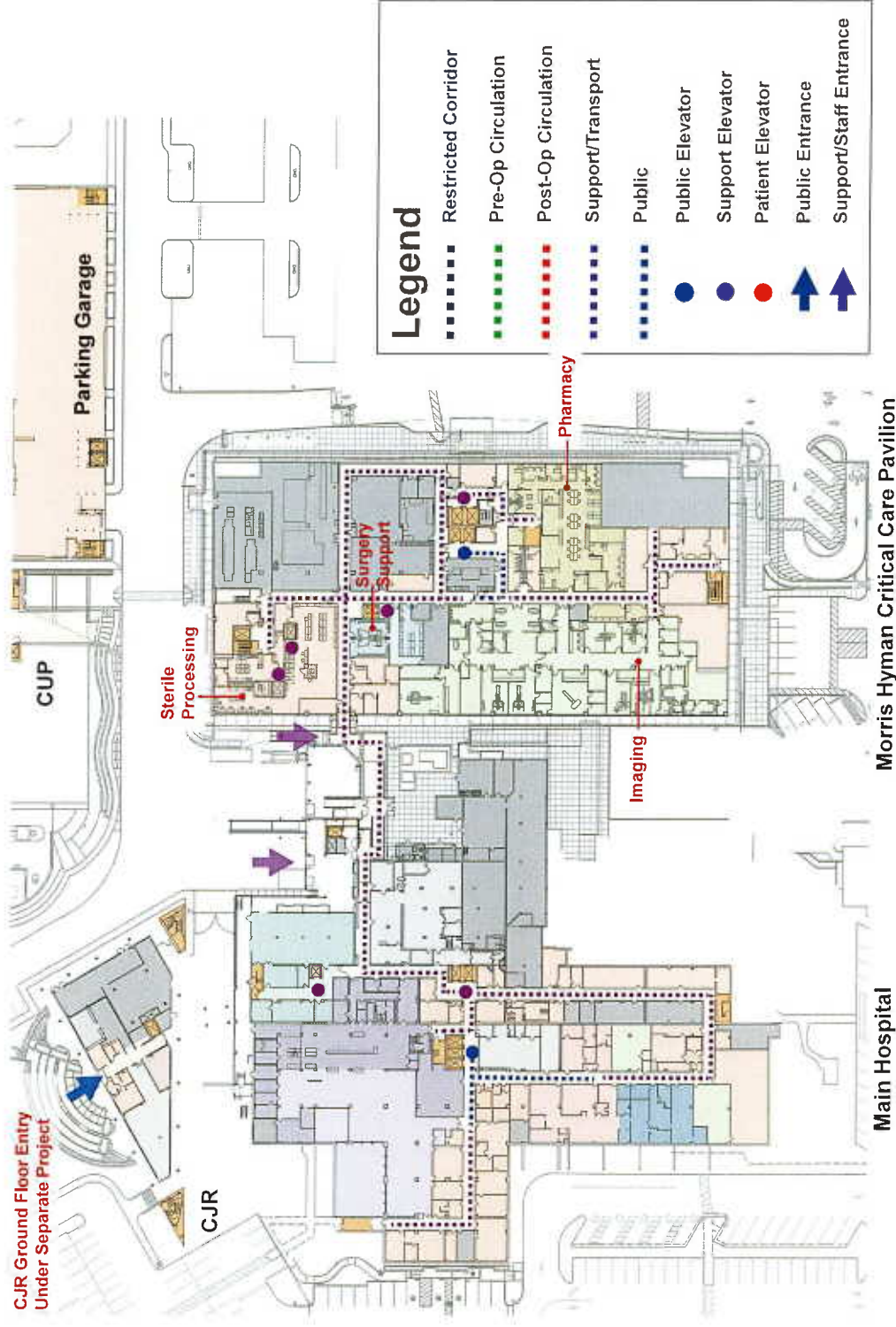
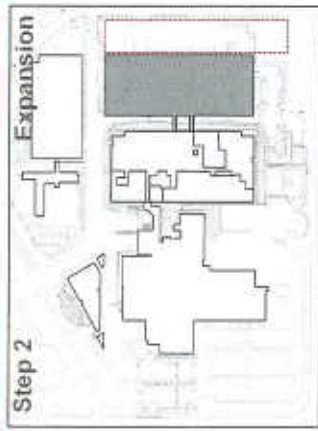


Main Hospital

Morris Hyman Critical Care Pavilion

Ground Floor

Step 1 Infill Departments **RATCLIFF**



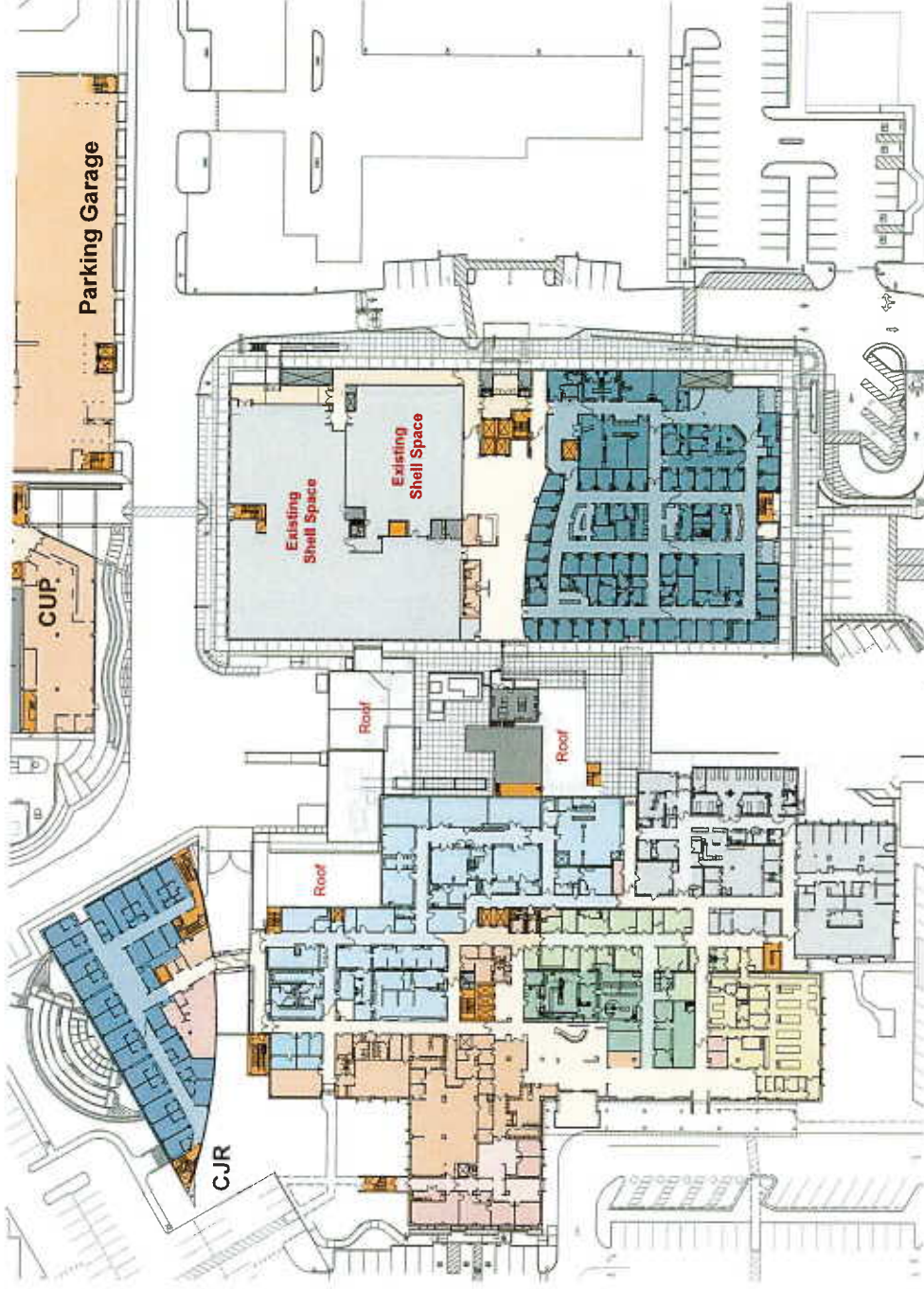
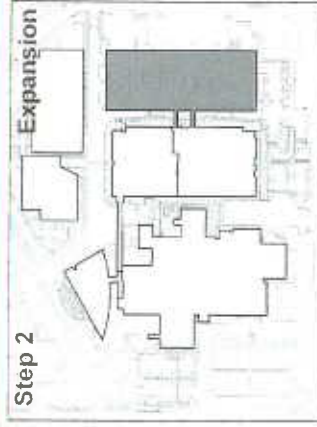
Main Hospital

Morris Hyman Critical Care Pavilion

Ground Floor

Public / Staff / Patient Circulation

RATCLIFF

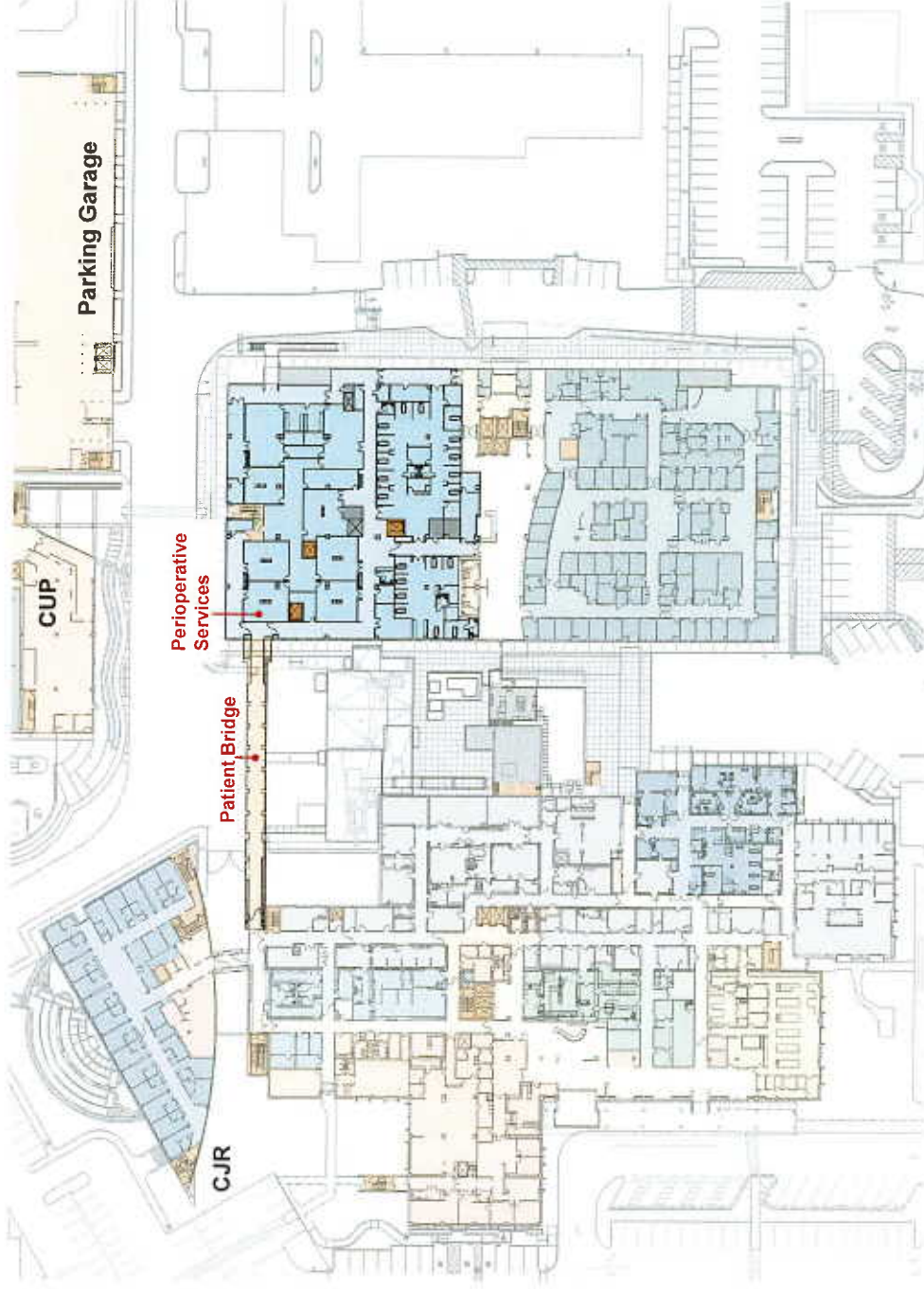
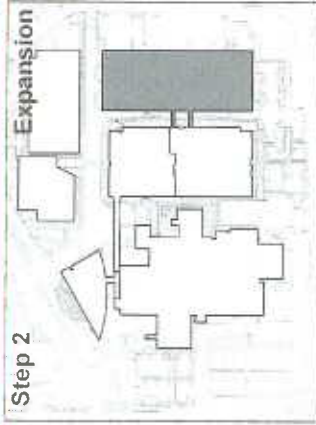


Main Hospital

Morris Hyman Critical Care Pavilion

First Floor

Existing Plan and Shell Spaces **RATCLIFF**

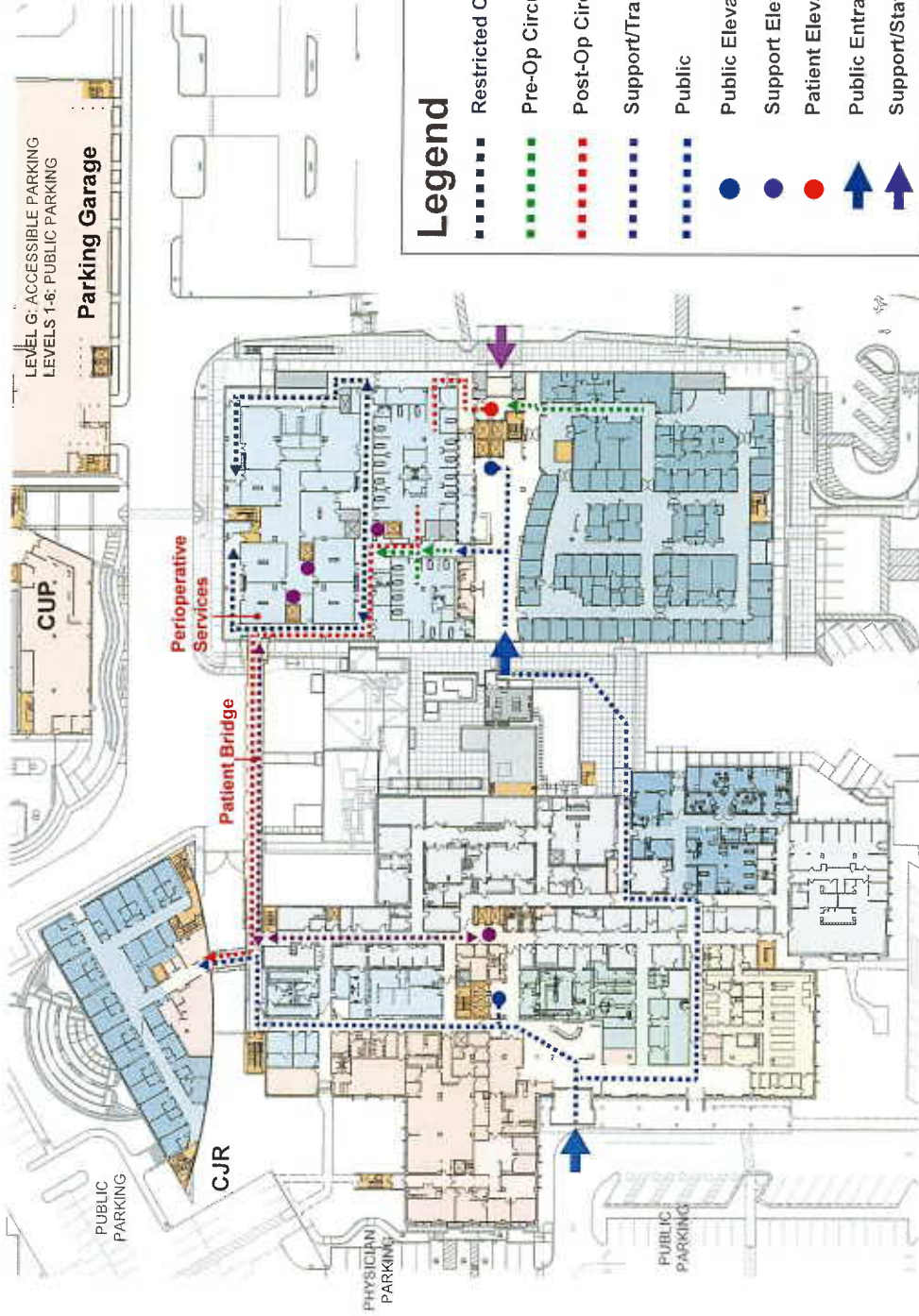
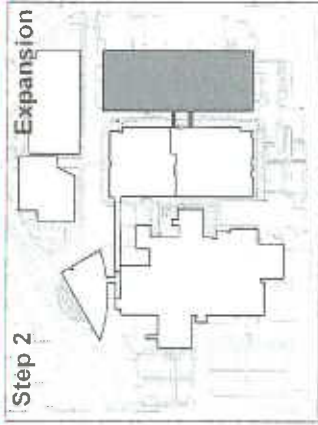


Main Hospital

Morris Hyman Critical Care Pavilion

First Floor

Step 1 Infill Departments **RATCLIFF**



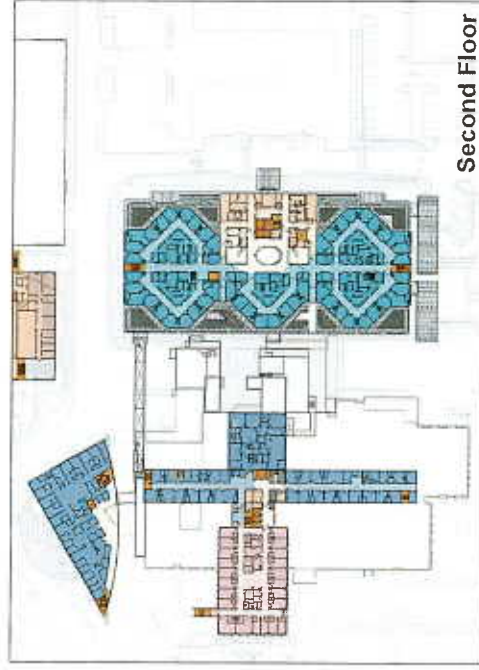
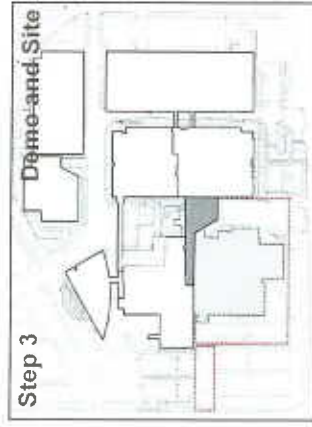
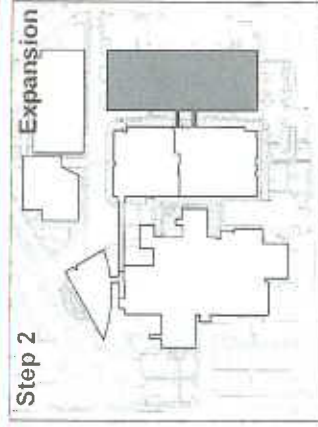
Legend

- Restricted Corridor
- Pre-Op Circulation
- Post-Op Circulation
- Support/Transport
- Public
- Public Elevator
- Support Elevator
- Patient Elevator
- Public Entrance
- Support/Staff Entrance

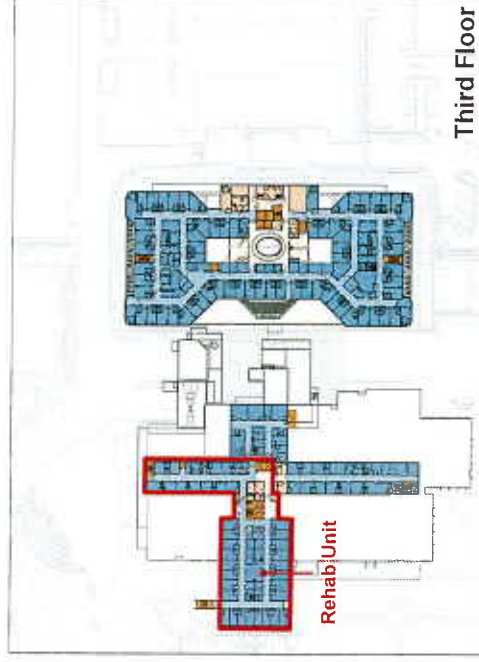
First Floor

Public / Staff / Patient Circulation

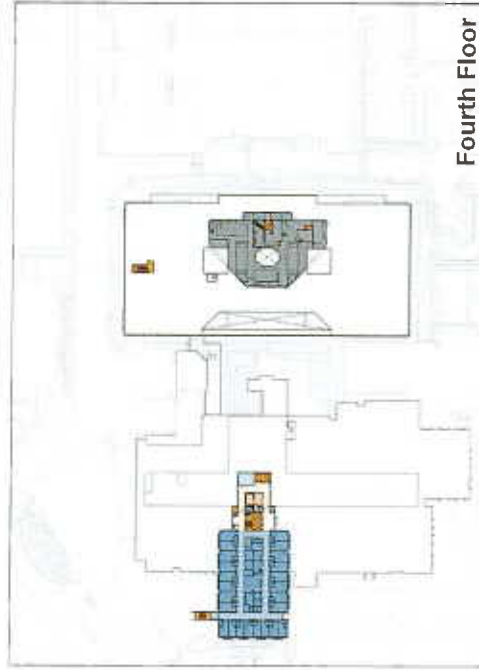
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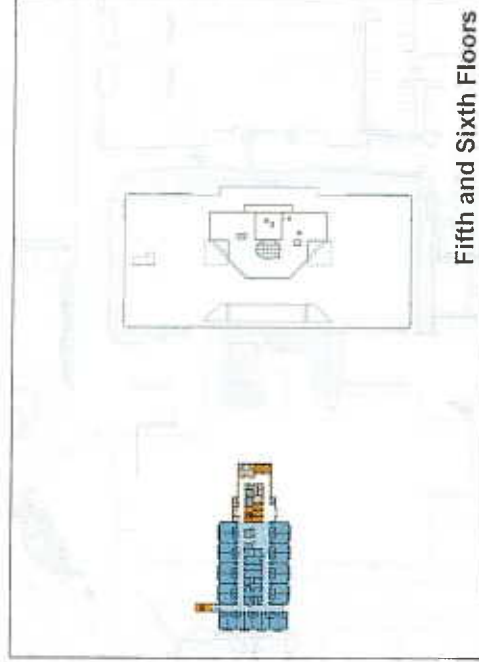
Second Floor



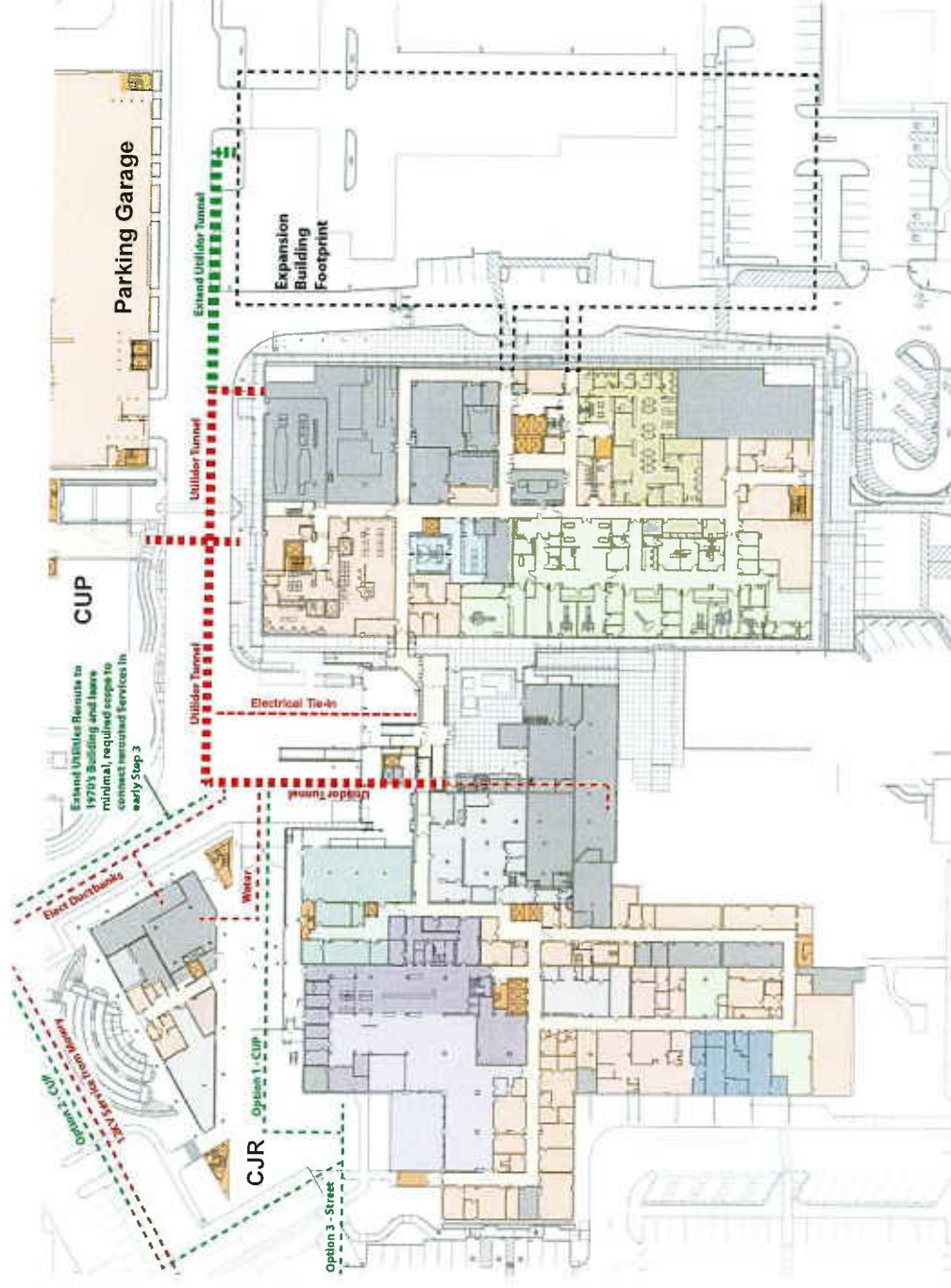
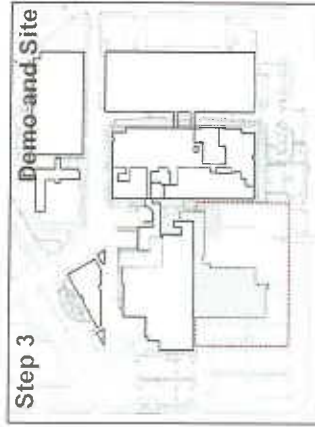
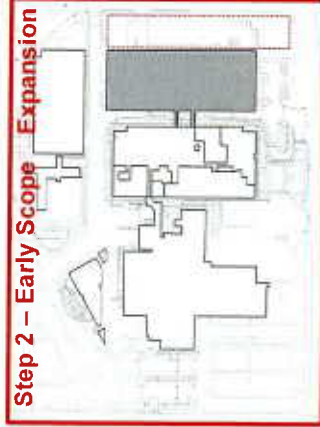
Third Floor



Fourth Floor



Fifth and Sixth Floors

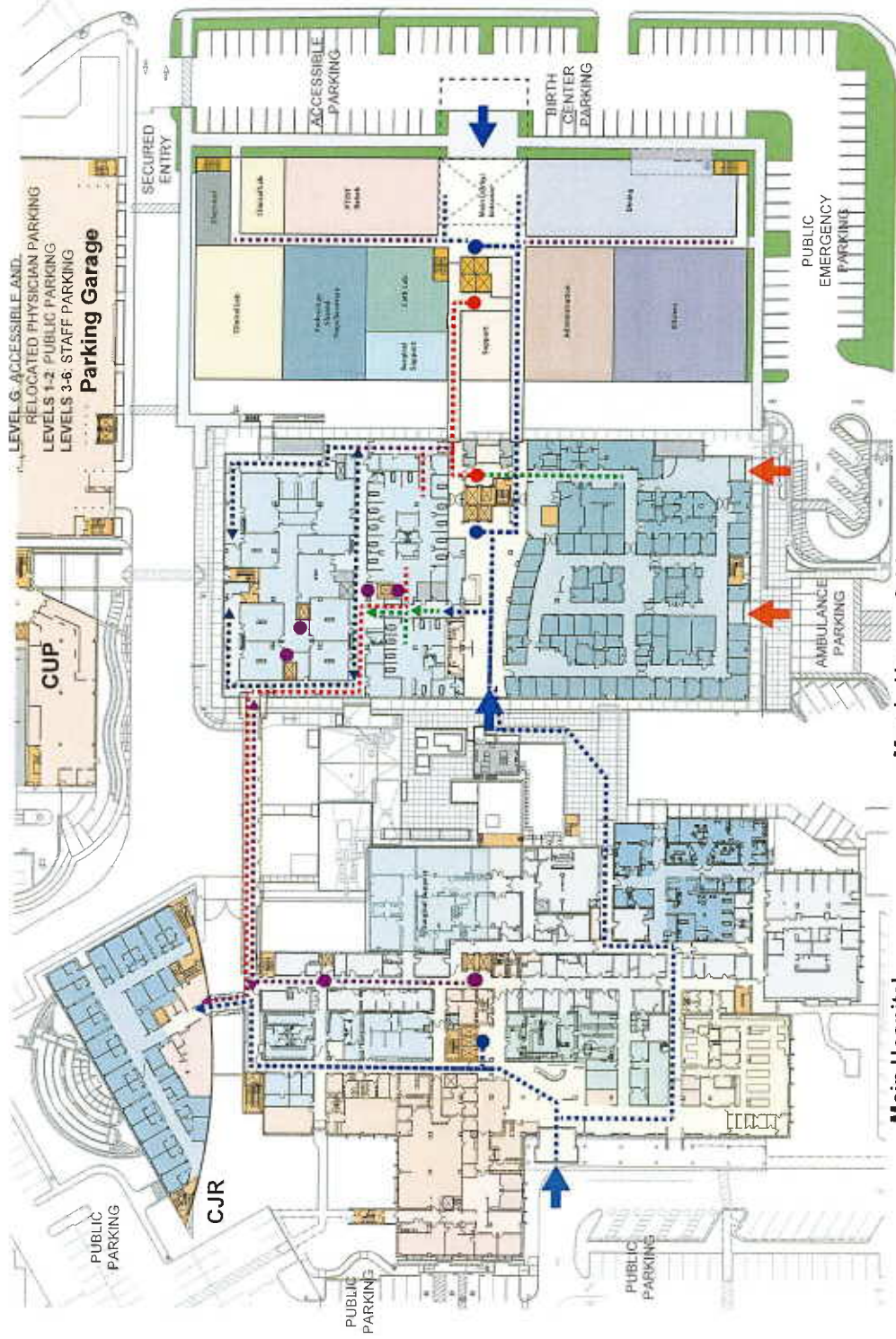
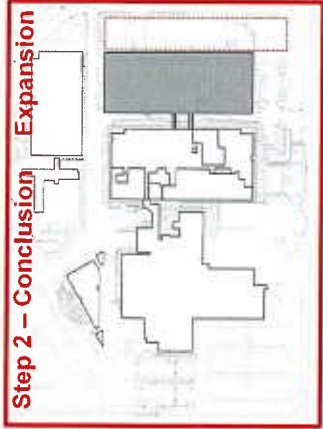


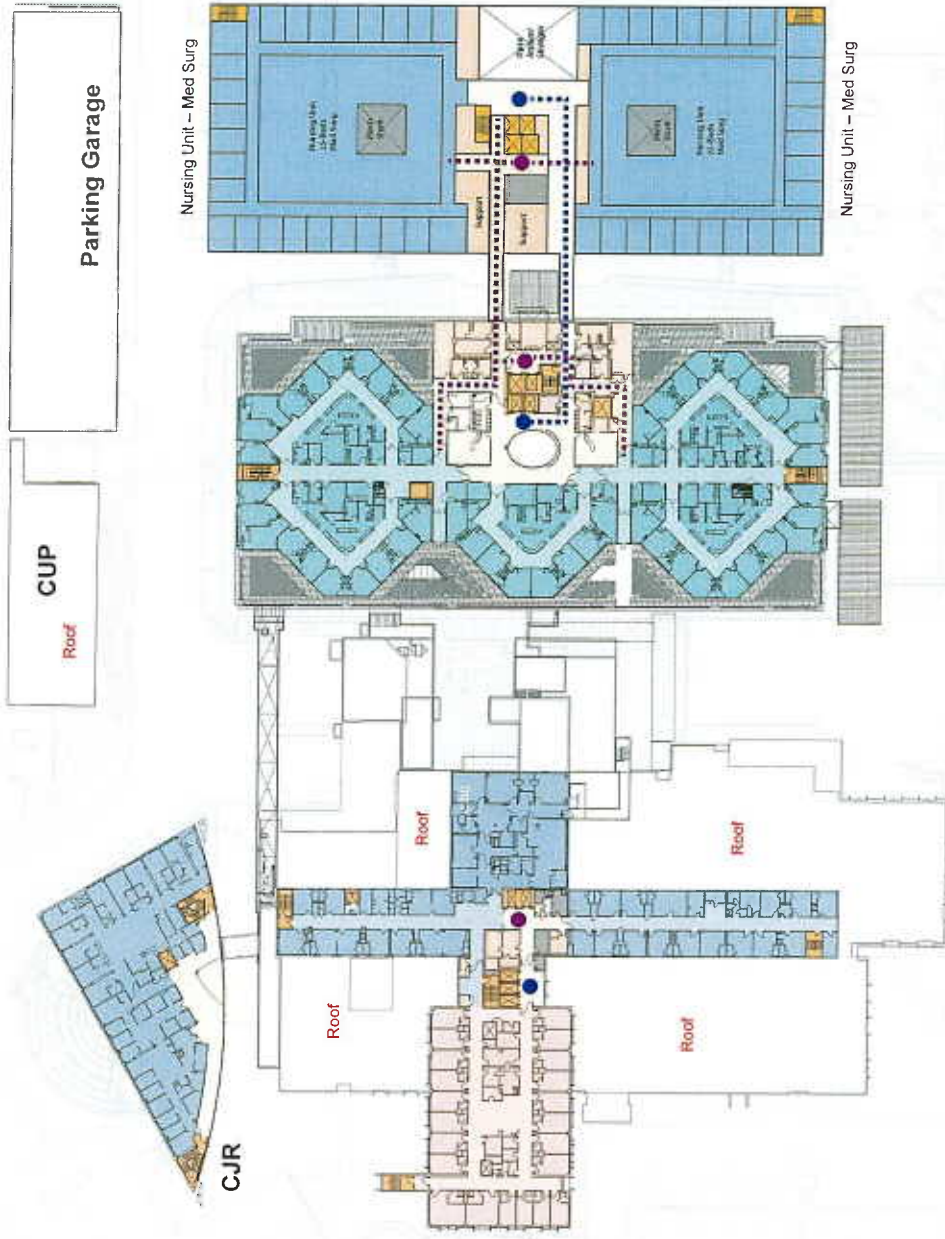
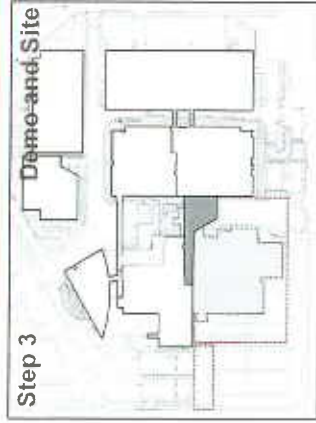
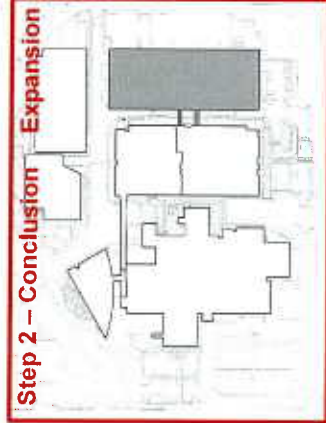
Main Hospital

Morris Hyman Critical Care Pavilion Expansion Building

Ground Floor

Step 2 Site Utility Extensions **RATCLIFF**





Main Hospital

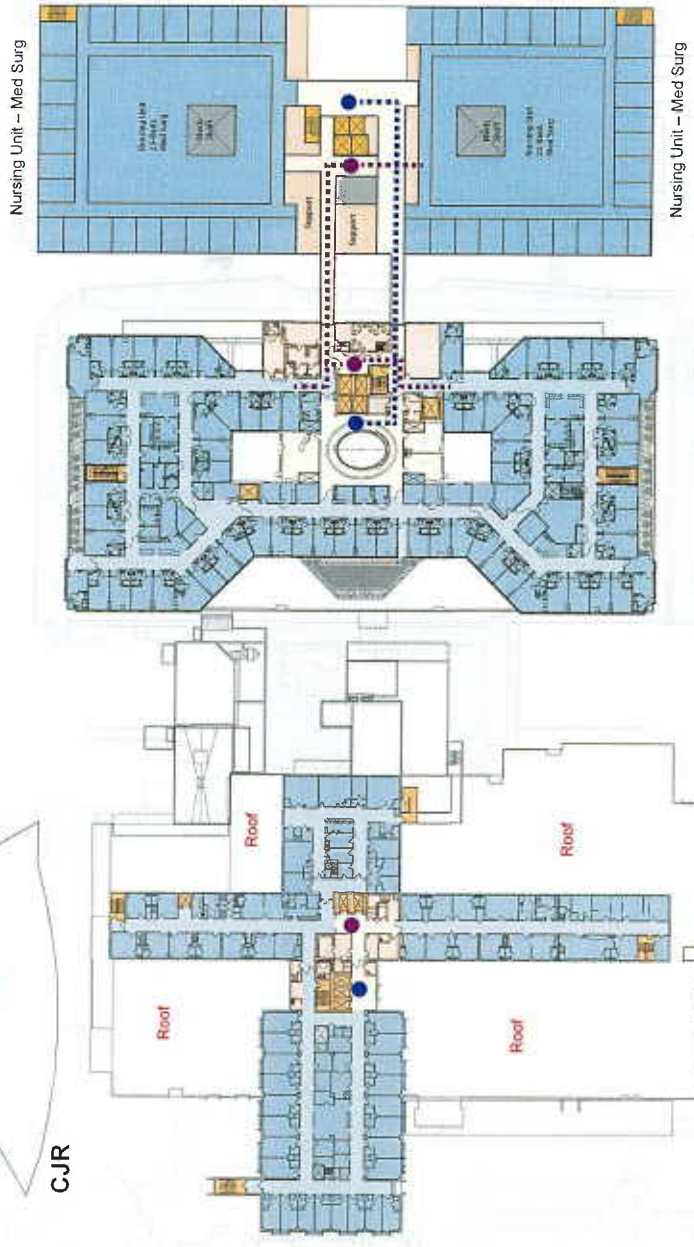
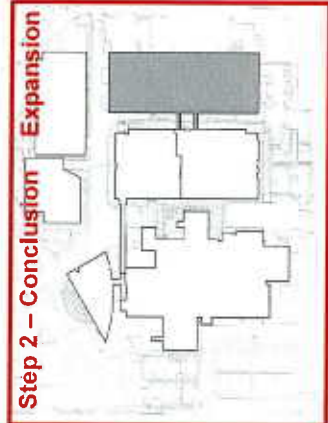
Morris Hyman Critical Care Pavilion

Expansion Building

Second Floor

Public / Staff / Patient Circulation

RATCLIFF

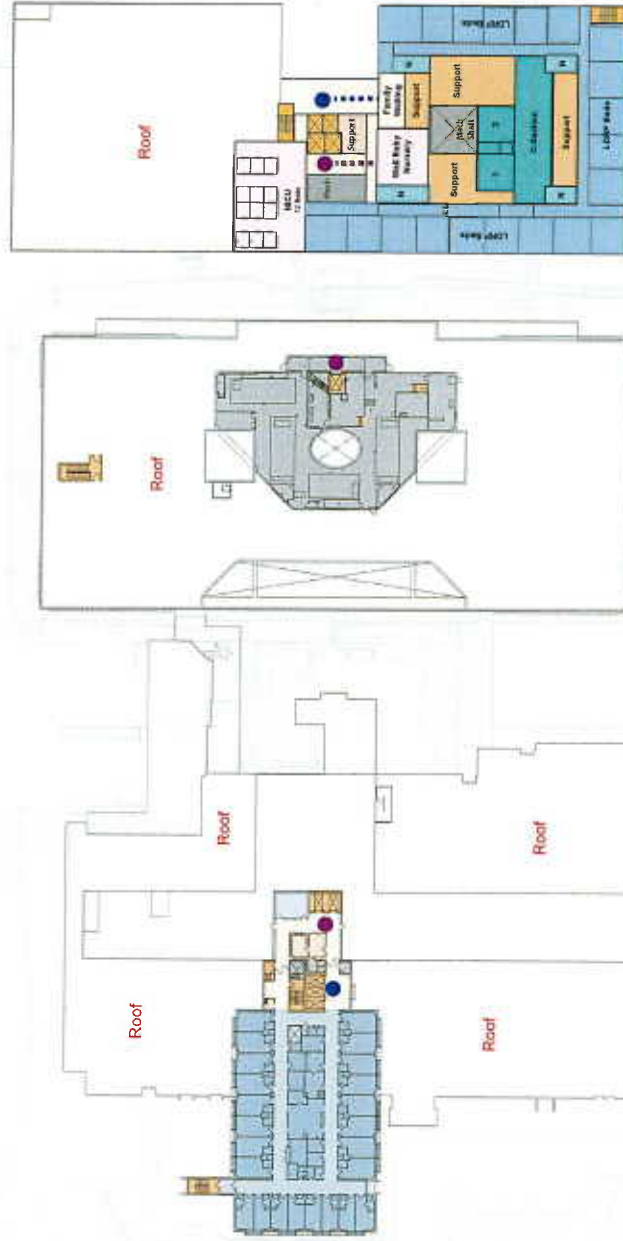


Main Hospital

Morris Hyman Critical Care Pavilion Expansion Building

Third Floor

Public / Staff / Patient Circulation **RATCLIFF**



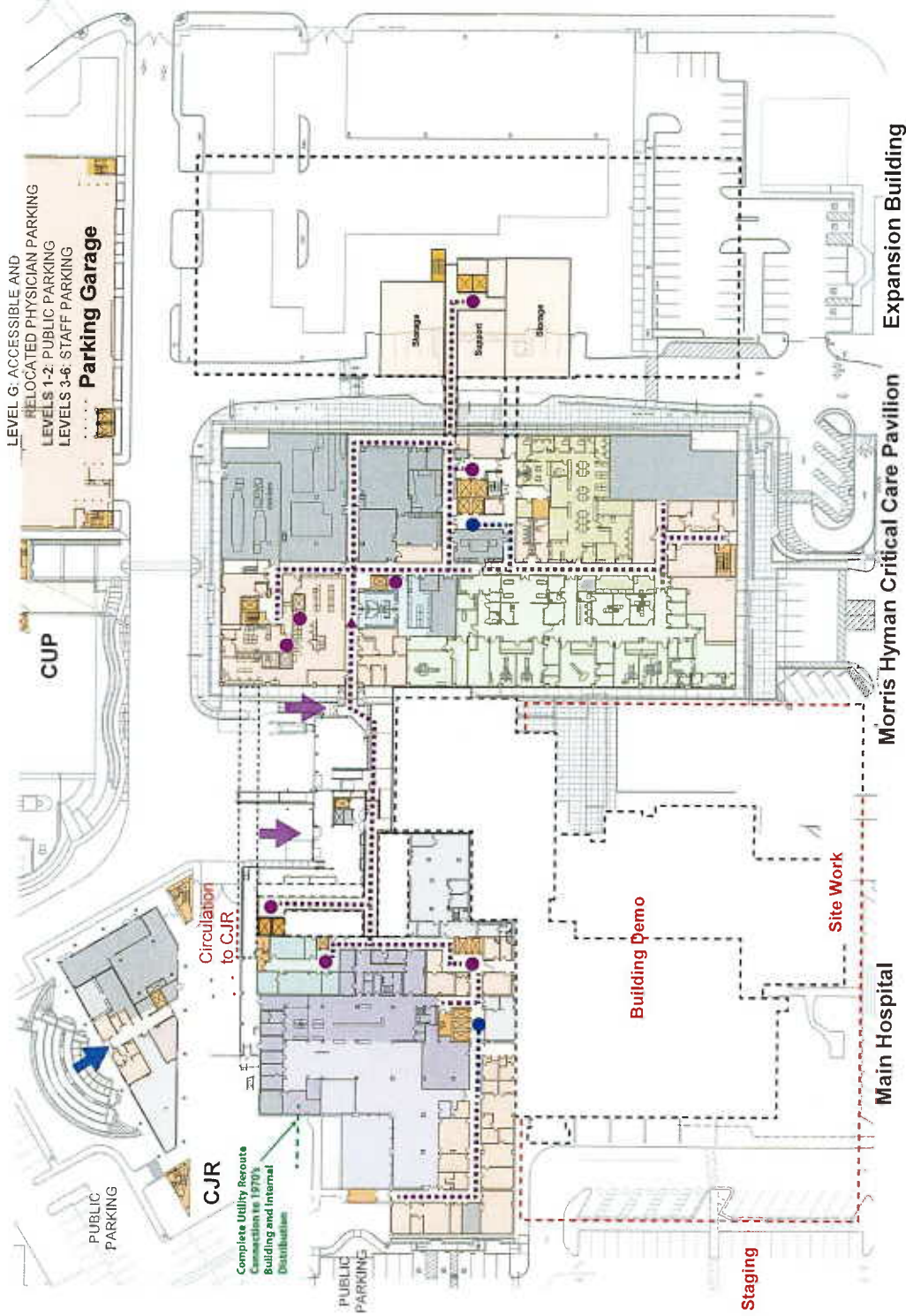
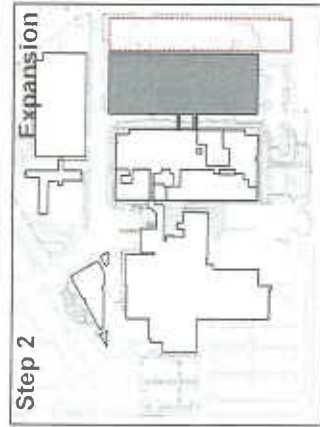
Nursing Unit – LDRP
C-Section Suite/NICU
Well-Baby Nursery

Main Hospital

Morris Hyman Critical Care Pavilion Expansion Building

Fourth Floor

Public / Staff / Patient Circulation **RATCLIFF**



Ground Floor

Demolition & Public / Staff / Patient Circulation

RATCLIFF

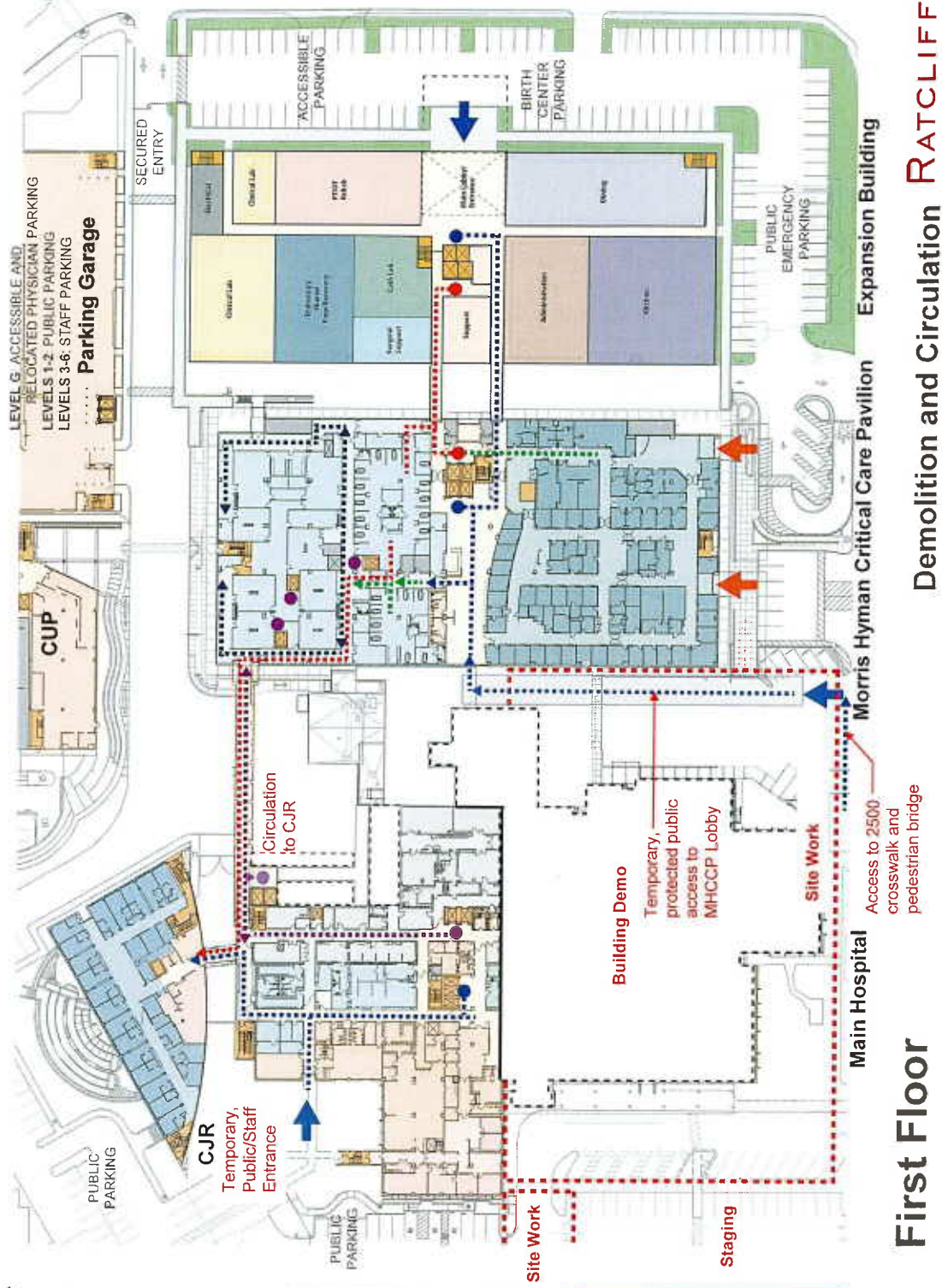
Step 1 Infill/Bridge



Step 2 Expansion

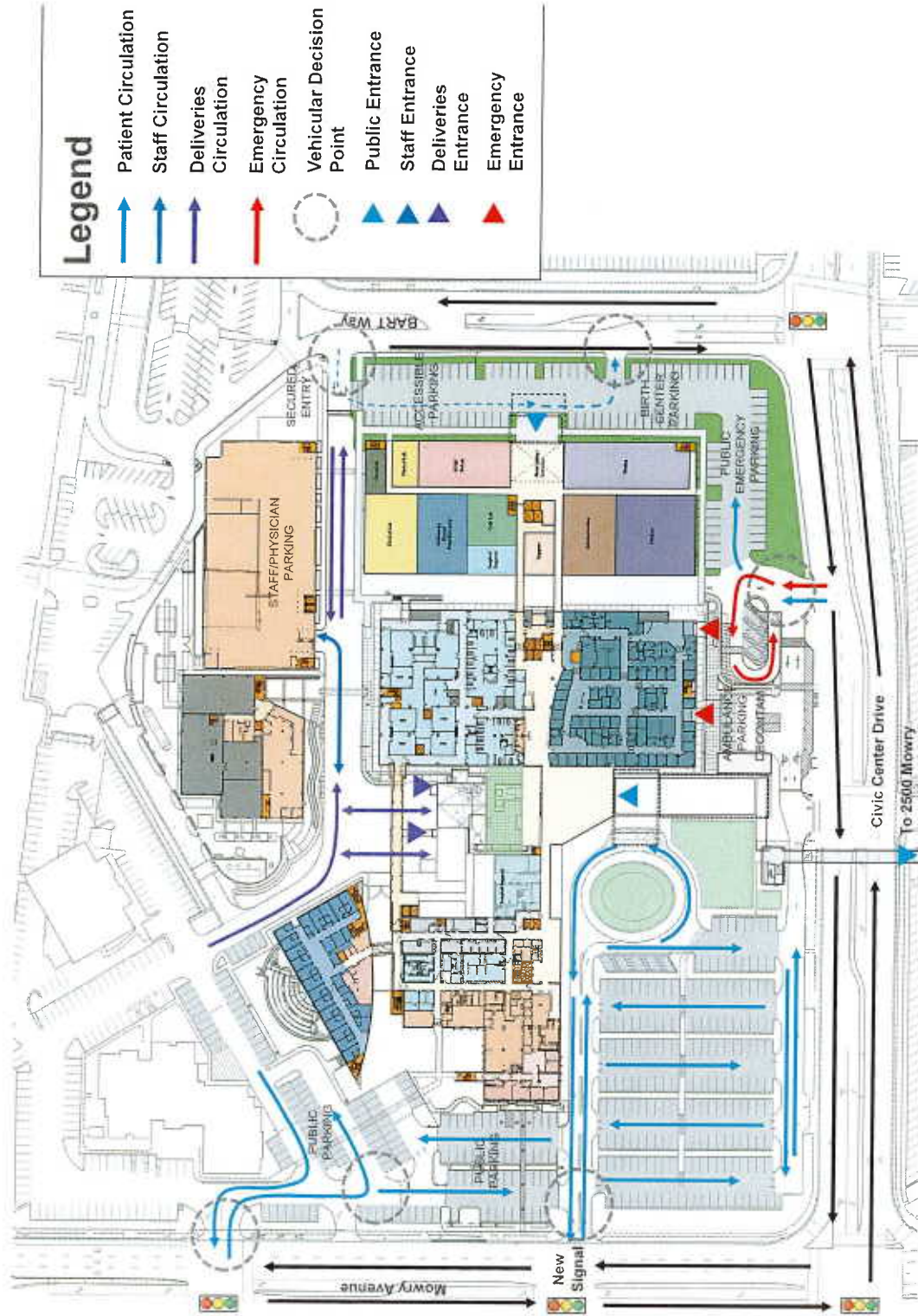
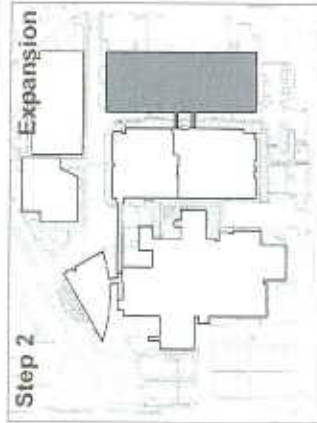


Step 3 - Start Demo and Site



First Floor

Demolition and Circulation RATCLIFF

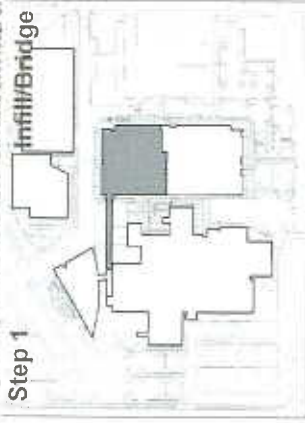


Hospital Campus

Step 3 Completion and Circulation **RATCLIFF**

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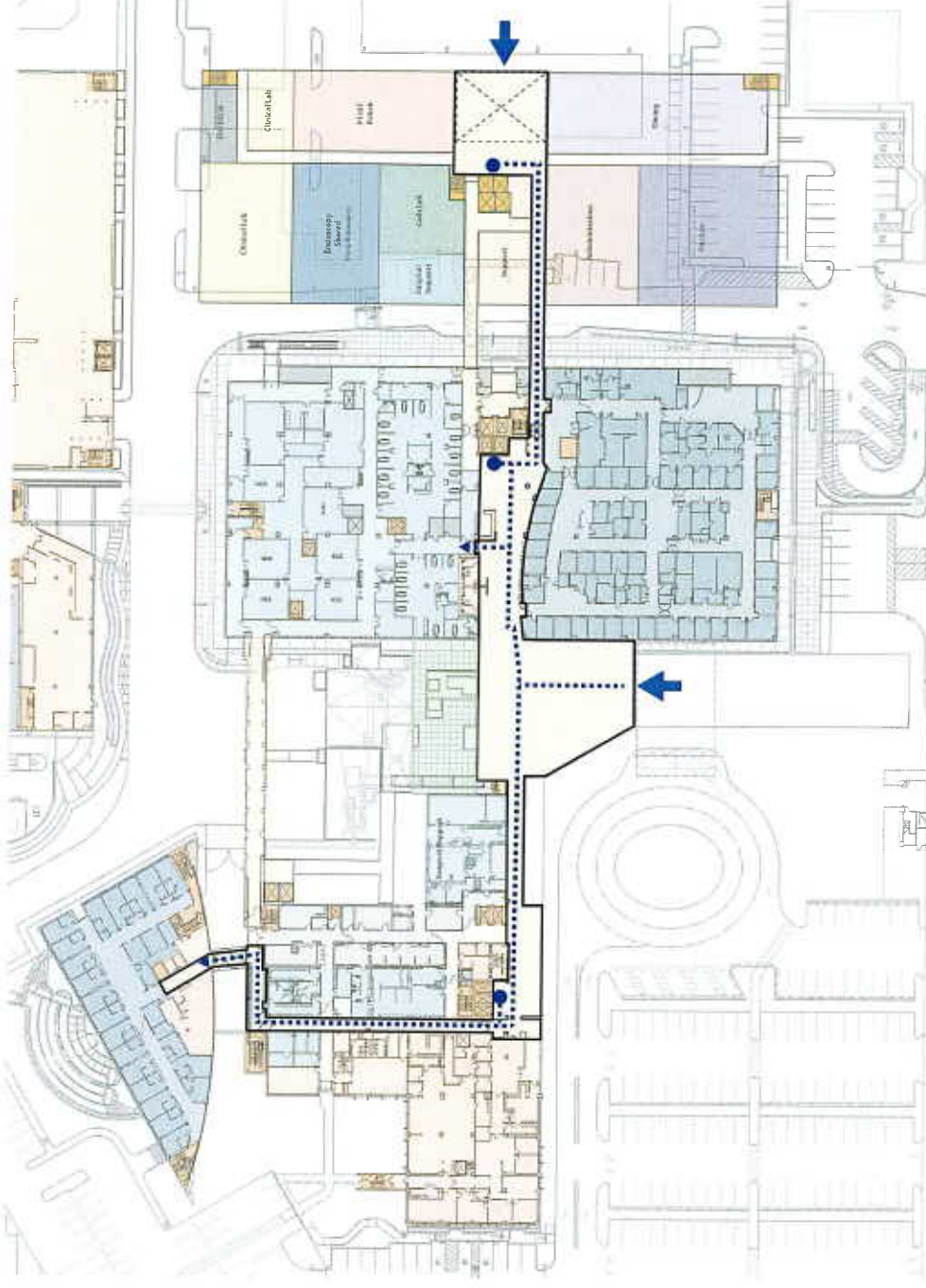
Step 1



Step 2



Step 3 - Conclusion Site



Main Hospital

Morris Hyman Critical Care Pavilion

Expansion Building

First Floor

Public Circulation **RATCLIFF**

