



**A healthier community...**

**a sustainable future**

ANNUAL REPORT TO THE COMMUNITY 2009



Washington Hospital Healthcare System

Investing in the health of the community.



**A healthier community...**  
**a sustainable future**



# Mission statement

## Washington Township Health Care District

As the local Health Care District, our mission is to meet the health care needs of the District residents through medical services, education and research.

Within this scope, Washington Township Health Care District is committed to assuming the leadership role in improving and maintaining the health status of the residents by:

- Identifying and assessing community health care needs.
- Developing mechanisms to respond to the identified need within the financial capabilities of the District.
- Committing to a culture of patient safety and accountability.
- Adopting identified best practices.
- Providing access to high quality, cost-effective health services through an integrated delivery system.
- Providing appropriate employee, professional and community educational resources to enhance patient care and health promotion throughout the District.

To support the fulfillment of the mission, the District's strategic vision is to be the regional medical center of Southern Alameda County offering services that span the full range of care within the available financial resources.

*Resolved by the Board of Directors  
Washington Township Health Care District  
May 14, 2008*



**William F. Nicholson, MD**  
*President, Board of Directors  
Washington Township  
Health Care District*

## Message from the Board of Directors

Focus on the future – the best strategy for our community

The Board of Directors is dedicated to ensuring that Washington Hospital Healthcare System pursues its mission of meeting the health care needs of local residents. In fulfilling our duty, we will always challenge ourselves and our partners to focus on what is best for our patients and the community.

While staying true to its mission, our Healthcare System has also made it a priority to focus on innovation. As the needs of our District have grown and changed, we continue to invest in improving and expanding existing services and introducing advanced programs that keep us on the forefront of health care for our community. Washington Hospital consistently looks to the future while maintaining its dedication to excellence. This is the basis that enables us to deliver the highest quality patient care.

**This past year, Washington Hospital has entered into the largest expansion project in its history.**

Consistent with our mission, this ambitious undertaking will give the Hospital the capacity to provide exceptional, innovative care to the people of our community for many years to come.

The project's centerpiece is the new Central Plant, which will house modern technology with the capacity to support all the new structures of the future Washington Hospital. At the

same time, these modern systems will reduce the Hospital's demand for energy and lighten its overall impact on the environment. Also slated for development is a fully redesigned and expanded Center for Joint Replacement. When built, the Center will offer its distinguished services in surroundings that foster optimum comfort and patient care.

Other challenges have emerged in the world of health care this year, and Washington Hospital has taken a leadership role in helping to protect the health of our community and keep people informed. Faced with the prospect of a possible H1N1 flu pandemic, the Hospital acted quickly to marshal its resources and distribute useful information about prevention and treatment. As health care reform legislation became a central issue for our nation, Washington Hospital provided useful information on this complex topic to keep the community up to date.

Over the past half-century, and even during challenging times, Washington Hospital has been a dependable source of excellent health care for the people of our District. With direction and support from the Board of Directors, the Hospital will continue to fulfill the trust of the community by focusing on the future and never wavering from its commitment to quality.

## 2008 – 2009 Board of Directors



**TOP ROW, LEFT TO RIGHT:**

**William F. Nicholson, MD**

Position: President

Elected: November 2008

Occupation: Physician, Cardiologist

Address: 2557 Mowry Ave. #33

Fremont, CA 94538

**Bernard Stewart, DDS**

Position: Treasurer

Elected: November 2006

Occupation: Dentist

Address: 2243 Mowry Ave., Suite B

Fremont, CA 94538

**Michael J. Wallace**

Position: Second Vice President

Elected: November 2006

Occupation: Vice Chairman of  
the Board, Fremont Bank

Address: 39150 Fremont Blvd.

Fremont, CA 94538

**BOTTOM ROW, LEFT TO RIGHT:**

**Patricia Danielson, RHIT**

Position: Secretary

Elected: November 2008

Occupation: Consultant, Health

Information Management

Address: 2000 Mowry Ave.

Fremont, CA 94538

**Jacob Eapen, MD**

Position: First Vice President

Elected: November 2006

Occupation: Physician, Pediatrician

Address: 2000 Mowry Ave.

Fremont, CA 94538



**Nancy Farber**  
*Chief Executive Officer*  
*Washington Hospital*  
*Healthcare System*

## Message from the Chief Executive Officer

Quality and innovation – our commitment to patients and the community

At Washington Hospital, everything we do is based on what is best for our patients. We strive to take quality and innovation to a higher level. With that in mind, we constantly search for ways to improve care, invest in new technologies and develop advanced services. Over the years, our focus on excellence has enabled us to grow a world-class hospital serving the unique needs of this community.

### **Improving and advancing our services has always been at the heart of our mission.**

This year, we were excited to launch the Cardiovascular Institute, an extension of our highly respected program of cardiovascular care. In addition, our Stroke Program again achieved accreditation as a Primary Stroke Center by the Joint Commission and also earned the Silver Performance Achievement Award from the American Stroke Association. Our comprehensive Cancer Program received a three-year accreditation from the Commission on Cancer of the American College of Surgeons, and the Breast Health Program was the only program of its type in Northern California to be granted full accreditation by the National Accreditation Program for Breast Centers.

Nursing excellence is an essential aspect of our dedication to quality, and we've made substantial progress toward achieving the highly respected Nursing Magnet status. As part of the Gordon and Betty Moore Foundation's support

of the Magnet Readiness Program<sup>®</sup>, we have been awarded four grants and are recognized as one of the organization's significant partners.

### **Educating the community is among our top priorities.**

As part of our commitment to keeping the community informed, we produced our first annual report on quality, one of our core values and a key aspect of Washington Hospital's Patient First Ethic. We have expanded our InHealth television service and redesigned our web site to enhance our health promotion programs. Because contributing to a healthier environment is also important, we became a charter member of Practice Greenhealth, a national association of health care organizations committed to environmentally responsible operations and sustainable, eco-friendly practices.

The past year at Washington Hospital has been both challenging and rewarding. In addition to significant expansion of programs and services, I am pleased to report we had a very strong year financially. We have also made significant progress toward achieving our vision of a new Hospital, with the next phase of the Facility Master Plan progressing on time and on budget.

I hope you enjoy reading the 2009 Annual Report, which highlights many achievements in Washington Hospital's continuing efforts to support a healthier community that will be sustained for future generations.

*Nancy Farber*



**Jan Henstorf, MD**  
*Chief of Staff  
Washington Hospital  
Medical Staff*

## Message from the Chief of Staff

Collaboration – key to our effectiveness

On behalf of our patients and the community, the physicians of the Medical Staff are pleased to join Washington Hospital in providing some of the most advanced health care programs in the Bay Area.

**It is rare to find this caliber of medical care at a community hospital.**

The Hospital continues to be on the leading edge as it seeks out and develops innovative programs to meet the needs of community residents. The ongoing collaboration between the physicians, the Hospital, its staff and volunteers is key to the effectiveness of these services.

Newer programs include the Washington Cardiovascular Institute, which has been developed with the support and involvement of local cardiologists. The Hospital has a reputation for excellent cardiovascular care, and formation of the Institute is the next step in extending this program to meet the needs of our community. The new Cancer Genetics Program offers genetic testing and counseling by an internationally recognized expert in the field. This unique community-based program is offered in cooperation with Stanford University Medical Center.

Other leading-edge services continue to grow with the collaborative efforts of the Medical Staff. The multifaceted

Taylor McAdam Bell Neuroscience Institute is an example of how teamwork among trained experts in a range of medical disciplines has contributed to one of the most advanced neurological care programs of its type anywhere. The very successful Center for Joint Replacement continues to pursue an even greater level of care and service with plans to build a completely new and expanded facility. And, the benefits of highly accurate, minimally invasive surgery are now available to more patients through the Hospital's expanding robotics program, as surgeons specializing in urology and gynecology utilize Washington's sophisticated technologies.

**At every opportunity, physicians have supported the Hospital's "green" initiatives.**

As physicians, our top priority is to ensure that our patients always receive the highest quality care. There is no doubt that a cleaner, more sustainable world links directly to better long-term health for everyone. Moreover, the Hospital's environmental efforts are consistent with Washington's Patient First Ethic, which has always had our whole-hearted support.

We commend Washington Hospital for its exceptional commitment to our community which is demonstrated by its growing range of innovative health care services and its leadership in caring for and sustaining the environment.

A handwritten signature in black ink that reads "Jan Henstorf MD". The signature is fluid and cursive, written in a professional style.



# Innovative services for a healthier community

Continuing a tradition of bringing advanced care close to home

To serve our community, Washington Hospital constantly seeks out innovative new programs, while expanding and improving existing ones. Our goal

is to deliver the highest quality, most comprehensive patient care in response to your needs, today and into the future.

## On the forefront of heart care

With the latest technology utilized by skilled interventional cardiologists and surgeons and a talented support staff, Washington Hospital is one of the leading heart care centers in the Bay Area. The Washington Cardiovascular Institute has extended our tradition of providing top quality, comprehensive cardiovascular services right here in the community. We take an innovative approach to treatment by participating in advanced clinical research and utilizing minimally invasive techniques that help improve quality of life for our patients.

“The reason Washington Hospital is so successful in establishing exceptional programs like the Cardiovascular Institute is that they work well with physicians and are fully committed to the Patient First Ethic,” says Ash Jain, MD, medical director of the Cardiovascular Institute.”

Our diagnostic expertise is supported by a 64-slice CT scanner with the power to create a detailed three-dimensional image of a patient’s cardiovascular system in just seconds. In the cardiac catheterization lab, a highly trained staff and the latest equipment enable cardiologists to perform sophisticated interventional techniques. We emphasize minimally invasive procedures that accelerate and enhance patient recoveries and outcomes.

**As top quality heart care continues to evolve, it is critical to stay on the forefront of new procedures and treatments.**

The Institute and its physicians actively participate in ongoing research into the latest modalities, giving patients and the community access to the most advanced cardiac diagnostics and therapies available.

One example is participation led by Dr. Jain in clinical trials of the innovative Impella 2.5 Cardiac Assist Device. This technology is designed to help a weakened heart continue pumping while damage from a heart attack is repaired. In connection with the study, Washington Hospital is the only facility in the Bay Area using the new pump.

The Impella 2.5 offers distinct advantages over cardiac assist devices currently in use. It can be inserted without the need for a chest incision,

*Ash Jain, MD, medical director of the Cardiovascular Institute, pictured above left*



## INNOVATIVE SERVICES



*Cardiologists involved with the Cardiovascular Institute (from left to right) include Zulfiqar Ali, MD, Steven DeGalan, MD, Thirupathi Reddy, MD, Adil Irani, MD, Aditya Jain, MD, Rohit Sehgal, MD, Hanh Bui, MD, William Nicholson, MD, Ash Jain, MD, Kwan-Sian Chen, MD, Timothy Tsoi, MD, Jeffrey Carlson, MD, Gopala Kolluru, MD and Pradeep Kumar, MD*

and its pumping action supports heart function more effectively. The device has been cleared by the U.S. Food and Drug Administration to provide immediate, minimally invasive support for circulation in critically ill patients.

As part of the study, cardiovascular interventionists at Washington Hospital can insert the Impella 2.5 when a heart attack patient arrives with extensive heart muscle damage due to inadequate blood circulation.

They can also use the device in high risk patients before performing balloon angioplasty to widen a narrow or blocked blood vessel.

**At the Cardiovascular Institute, the highest quality heart care is readily available to meet the needs of cardiac patients.**

The study is another demonstration of how Washington Hospital invests in world-class programs that contribute to a healthier community.



*Neurologists (from left to right), Ravinder Kahlon, MD, Prabhjot Singh Khalsa, MD, Charan Singh, MD*

## Linking stroke patients to recovery

Collaboration is key to the effectiveness of Washington Hospital's comprehensive, award winning Stroke Program. From the moment a stroke patient arrives, the program's team of trained experts works closely with doctors from a range of different specialties, including radiology, neurology, neurosurgery and interventional cardiology. Specialized nurses, as well as technicians and therapists, also participate in delivering fully coordinated, high quality care. Everyone involved focuses on one goal – to ensure that the patient receives the most appropriate treatment as rapidly and safely as possible.

Washington is one of only a few hospitals to have a dedicated stroke nurse as part of its stroke team. This trained individual guides each patient through the entire system of stroke care and coordinates all the related services, including rehabilitation, medication management and communication with families. Every link in a stroke patient's chain of care must be strong to ensure the best possible outcome.

## Enhancing services tailored to women's health

Washington Women's Center brings together a comprehensive range of advanced, high quality screening, diagnostic, wellness and support services especially for women and offered in a welcoming, comforting environment.

This year, the Center became the only program between Northern Washington State and San Diego to earn a full, three-year accreditation from the American College of Surgeons' National Accreditation Program for Breast Centers. This designation assures that patients who come to Washington Women's Center have access to a comprehensive range of advanced services, as well as information about ongoing clinical trials and new treatment options. The Center was also commended for taking a multidisciplinary team approach to coordinating the best treatment options for each individual patient.



*William Dugoni, MD*

"We are very proud of the first-class, university level of care we offer the community," says William Dugoni, MD, medical director of Washington Women's Center.

To remain at the forefront of women's health care, the Center continues to seek other leading-edge services that will enhance its innovative women's health program. Recently, it collaborated with Stanford University Medical Center to introduce a new program of genetic testing and counseling for local residents who may have certain cancer-causing genes. The program's convenient

location in the community is especially beneficial to patients who are actively involved in cancer treatment.



*Vandana Sharma, MD, Cancer Genetics Program medical director*

## Washington's new Cancer Genetics Program is designed to give people information about whether or not they are at increased risk of developing cancer.

Through advanced genetic testing, Program Director Vandana Sharma, MD, a board certified medical oncologist, helps patients discover if they are a "carrier" of breast or colon cancer. If a genetic mutation is found, patients are able to take measures to improve their chances of detecting, treating and even preventing some cancers.

The new program also offers counseling by board certified genetics counselor Nicki Chun, MS. Chun consults with patients before testing to explain their chances of having a mutation and what it would mean to them and their family. After testing, she meets to discuss the results, answer any questions and provide further resources.



## INNOVATIVE SERVICES

### A team approach to neuroscience

The Taylor McAdam Bell Neuroscience Institute brings together leading neurologists, neurosurgeons and other experts with sophisticated technology to offer our community the most effective treatments for serious neurological diseases and disorders. In the past year, the Institute's programs have made important progress in advancing patient care by adding some of the latest minimally invasive techniques to our comprehensive range of services.

“Whether it's bringing another highly respected member onto our team or installing the latest technology, Washington Hospital is very forward-thinking about serving the community,” says Sandeep Kunwar, MD, co-medical director of the Institute's Gamma Knife Program. “Rather than a big corporate institution, it is a community-based hospital focused on achieving excellent outcomes and giving patients the best care.”

The Institute's Gamma Knife Program offers patients a level of advanced, minimally invasive treatment most often found at large university hospitals. Using the gold-standard Leksell Gamma Knife® PERFEXION™, neurosurgeons, oncologists, physicists and specialized nurses work together to treat benign and malignant brain tumors and other neurological conditions precisely and effectively. The team approach is also used during weekly case conferences when many of the program's experienced and knowledgeable experts share their perspectives to arrive at the best plan for a patient's treatment and recovery.

**Innovative procedures now performed at the Institute include a technique offered at only a few other hospitals in the country.**

Surgeons in the Institute's Endoscopic Skull Base and Pituitary Program utilize the advanced keyhole craniotomy to remove tumors arising from the base of the skull. The less invasive procedure results in minimal effect

*Gamma Knife team (from left to right): Ping Lombardi, RN, BSN, Gamma Knife Nurse; Paula Petti, PhD, director of Gamma Knife Physics; Sandeep Kunwar, MD, co-medical director of the Gamma Knife Program; Jenny Multani, MD, neurosurgeon; David Larson, MD, PhD, co-medical director of the Gamma Knife Program; and Desmond Erasmus, MD, medical director of the Minimally Invasive Spine Program*

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on brain tissue and fewer risks and complications. Until now, removal of this type of tumor required a major surgical procedure involving an 8-inch incision, up to six days in the hospital and extended recovery at home. With the new approach, surgeons create a small portal in the skull to access and remove the tumor. Patients stay in the hospital for only two to three days and can usually return to work within two weeks.

In the Minimally Invasive Spine Program, surgeons are performing more complex procedures without having to cut or move muscles to reach the surgical site. This means patients experience less pain and scarring from the surgery and recover more quickly.

One procedure called the X-STOP® (or Interspinous Process Decompression System) alleviates leg and lower back pain caused by narrowing of the spinal canal. Surgeons place a titanium implant into the narrowed area at the back of the spine to help prevent the spine from moving in ways that cause pain. The X-LIF® (eXtreme Lateral Interbody Fusion) procedure is used to treat painful degenerative disc disease. Surgeons use the latest instrumentation to perform a spinal fusion through two small incisions in the patient's side, avoiding major muscles, organs and blood vessels. This results in a faster, less painful recovery.



**More innovation in neuroscience is anticipated over the next few years, as other sophisticated techniques and leading-edge technologies become available.**

With its team of leading experts and an eye to the future, Washington Hospital's Neuroscience Institute is poised to bring many of the most effective new treatments to our community. In this way, we hope to provide solutions for some neurological conditions that, until now, have been considered untreatable.



*Ramsey Araj, MD, medical director,  
Institute for Minimally Invasive Surgery  
and Robotics*

## INNOVATIVE SERVICES

### Extending the advantages of robotic surgery

Washington Hospital was one of the first in the Bay Area to bring the benefits of robotic-assisted surgery to patients and physicians. As part of the Hospital's Institute for Minimally Invasive Surgery and Robotics, the da Vinci® Robotic Surgical System has helped make a positive difference for many patients. The minimally invasive surgical approach causes less tissue damage, pain and scarring and results in faster, easier recovery.

Surgeons, such as Ramsey Araj, MD, the Institute's medical director, also like using the robot as an extension of their hands because it enables them to perform more sophisticated procedures more quickly and effectively. The system provides better visualization of the surgical field, and the robotic arms move with great precision and flexibility.

### **Now, the benefits of robotic surgery are being realized in other surgical specialties at Washington Hospital, such as urology and gynecology.**

"We've kept pace with the latest developments in robotic-assisted surgery and have expanded our horizons in medical fields that will bring the greatest benefit to our patients," says Dr. Araj, who has been performing robotic-assisted surgery at the Hospital for more than five years. "These advances have allowed our highly

trained surgeons to operate with unmatched surgical precision using the smallest possible incisions."



For patients undergoing prostate removal for cancer, urologist Mark Saleh, MD, has completed training and now utilizes the robotic system as an alternative to open surgery that requires a large abdominal incision. Instead, he removes the prostate laparoscopically with three or four tiny incisions. A three-dimensional camera gives Dr. Saleh the added depth perception needed to operate the robot.

*Mark Saleh, MD, urologist*

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The robotic arms have a greater range of motion than a human wrist and are steadier than a human hand.

After robotic surgery, prostate cancer patients experience less pain and are usually able to leave the hospital the next day. Full recovery takes about half as long as with the traditional radical prostatectomy. Dr. Saleh will soon be expanding his use of the robot to other types of prostate surgery, as well as procedures to relieve kidney obstruction and perform kidney removal.

**Once Stacey Barrie, MD, began performing surgery with the da Vinci robot, she experienced its effectiveness, especially for complicated procedures in hard-to-reach areas.**

The Washington Hospital obstetrician and gynecologist has been using a minimally invasive laparoscopic approach for more than 90 percent of the hysterectomies she performs. After completing training on the robotic system and using it in the Washington Hospital operating room, she anticipates robotic-assisted hysterectomy will be the procedure of choice for at least half of her patients.

In a robotic-assisted hysterectomy, the surgeon inserts the arms of the robot and a tiny camera into the patient's abdomen through incisions no more than 1.5 inches long. Sitting at a console and with the help of a video monitor and remote instrumentation, the surgeon guides the robot throughout the procedure. Manipulation of the instruments and even

closing incisions is accomplished with ease. The camera gives such a fine view of each individual blood vessel that any bleeding is identified immediately and can be stopped quickly and efficiently. For this reason, very little blood is lost during surgery. In addition to hysterectomies, Dr. Barrie has recently begun performing robotic-assisted, minimally invasive myomectomies to remove uterine fibroids with excellent results.

Today, minimally invasive robotics represents the future for many types of surgery. As more surgeons at Washington Hospital participate in training to use this incredibly powerful and effective technology, many more patients will reap the benefits of faster, less painful recoveries and excellent outcomes.



*Stacey Barrie, MD, obstetrician/gynecologist*



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*Alexander Sah, MD,  
orthopedic surgeon*

### Advancing the power of joint replacement

Highly ranked for nursing excellence, superior outcomes and patient satisfaction, Washington Hospital's Center for Joint Replacement performs more joint replacement surgeries than any other program in the Bay Area. The key to the Center's success is providing the highest quality care and treatment and always putting patients first. Surgeons at the Center use leading-edge techniques and some of the most advanced technology available to achieve fast recoveries and the best results for patients.

In 2009, the Center was ranked as the top performing nursing unit of its type in the country by Professional Research Consultants (PRC), a leading marketing research organization serving the health care industry. PRC also ranked the program in the top 10 percent for excellence in patient satisfaction among the country's orthopedic units.

The Center is a comprehensive, highly coordinated program that includes all aspects of a joint replacement patient's care from pre-operative testing and teaching through discharge planning, homecare and postoperative outpatient physical therapy. Depending on where the patient lives, the Center often partners with other outpatient care providers to assist with follow-up care.

**The program is also known for its staff of highly trained, experienced and compassionate nurses, occupational therapists and physical therapists who provide care on the unit.**

The Center is directed by orthopedic surgeon and joint replacement specialist John T. Dearborn, MD. Recently, Alexander Sah, MD, a Harvard-trained, orthopedic surgeon specializing in minimally invasive hip and knee replacement, as well as hip and knee revision surgery, joined Dr. Dearborn's practice. Born at Washington Hospital, Dr. Sah elected to return home after his training to practice with the Hospital's highly regarded joint replacement program.

"This program continues to grow and help more people enjoy a better quality of life," says Dr. Sah. "That's because, in addition to our clinical excellence, we base every decision on whether it will improve patient care."

Besides sharing a high standard of surgical expertise and a focus on evidence-based medicine, both Dr. Dearborn and Dr. Sah are dedicated to partnering with their patients. They believe it is critical that people fully understand the purpose of their surgery and know what to expect in the



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following days, weeks and months. Dr. Dearborn and Dr. Sah are also active in clinical research in the field of joint replacement, and they have each published many articles about their findings.

### **The Center for Joint Replacement continues to seek ways to improve surgical outcomes and patient satisfaction.**

It now utilizes some of the most current, minimally invasive surgical techniques and focuses on involving patients more in their own care and pain management. As a result, people are increasingly motivated about their recovery, returning home sooner and with greater satisfaction. Hip replacement patients are typically up and walking on the day of surgery, with knee replacement patients walking on the day following their procedure.

With minimally invasive surgery, patients are able to bear weight sooner. Early mobility offers significant advantages to patients because muscles that are being used recover more quickly after surgery. In addition, by moving around, patients help to avoid the formation of blood clots, one of the most common and serious complications after joint replacement surgery.

“Our program uses an approach that has proven to be effective,” says Dr. Dearborn. “In addition to excellent surgical and medical care, we give people the care and support they need to heal and return to normal, active living.”

The Center, its physicians and staff are excited about plans for the larger, new facility that will soon be built on the Washington Hospital campus to house this growing, comprehensive program.



*Medical director of the Center for Joint Replacement John T. Dearborn, MD, (left) and orthopedic surgeon Alexander Sah, MD (right)*



# Going “green” at Washington Hospital

Managing the environment for higher quality patient care

Today, experts agree that patients recover better and faster in “greener,” healthier surroundings. At Washington Hospital, because our primary focus is quality health care, we’re working harder than ever to create a healing environment for our patients.

## **A hospital-wide Green Initiative is one of our top priorities.**

Our Green Team, with 25 members from diverse areas of the Hospital, leads the effort, reporting directly to the chief executive officer. In collaboration with other departments, Team members develop “green” ideas and solutions to foster the best possible outcomes for patients and improve safety, while also conserving resources and promoting efficiency.

“Operating a hospital is very complex,” says Paul Kelley, manager of Bio-medical Engineering at Washington and Green Team chair. “So, any changes we make to manage and enhance the patient environment can be challenging.”

Thanks to the dedication and hard work of Washington Hospital’s staff, many eco-friendly programs and re-engineered practices are already in place. For example, managing and disposing of waste to lessen the impact on the environment is the responsibility of the Environmental Services Department.

“With our house-wide recycling program, we recover all the paper and cardboard discarded throughout the Hospital,” says Neil Adcock, director of Environmental Services.

Employees support the program first by making every effort to minimize the amount of paper they use. Paper that must be thrown away is sorted for recycling. In the case of cardboard, balers are stationed at collection sites in the facility. Once baled, the cardboard is hauled away for recycling.

The Hospital contracts with the environmental services provider for Fremont and Union City, which collects, sorts and recycles or properly disposes of all garbage and loose items. For electronic waste, such as computers, monitors, printers, wires and cables, Washington contracts with a local business to ensure that all components are reused or disposed of safely and ethically.



## Eco-friendly solutions in the kitchen

Washington Hospital's kitchen and cafeteria produce a large number of meals every day, feeding up to 359 patients and more than 1,700 visitors and employees. Cooking and serving this much food can generate a lot of waste.

"We want to leave no stone unturned when it comes to reducing the amount of material the Hospital adds to the waste stream," says Mike Abreu, director of Food and Nutrition Services.

**The department's goal is to be at 100 percent recycling within the next year.**

During the past year, styrofoam has been eliminated from every Hospital service area, and all eating materials are now 100 percent recycled and recyclable. Cooking grease and oil are combined with a natural enzyme to reduce the amount of grease and then recycled. Food scraps are trucked off-site for local composting.

Through recycling and composting, we now prevent as much as 97 percent of our green waste from entering the waste stream. We also plan meals that emphasize local products. In this way, we cut down on the use of fuel and provide patients, employees and visitors with healthier, fresher, tastier meals.





## GOING GREEN

### Re-engineering for a greener, cleaner environment

To foster a more healthful environment, Washington Hospital is always looking to rethink our processes and acquire the latest and most effective “green” technologies. At the same time, these improvements give us an opportunity to decrease consumption, save costs and achieve efficiencies.

**Whenever possible, we use eco-friendly materials and technologies.**

In this way, we contribute to cleaner, more healthful surroundings for our patients and better working conditions for our staff.

“Whenever we purchase new equipment, we look at how much energy and water it consumes,” says Robert Alfieri, director of Facilities. “We recently purchased a new waterless chemistry analyzer to replace our old machine that used 11 gallons of water per hour. We are also installing waterless urinals. Each urinal saves 40,000 gallons a year.”

Even more water will be saved through the purchase of new walk-in refrigeration and freezing units in the kitchen. We are replacing the Hospital’s six water-cooled units with more efficient equipment, saving 1.6 million gallons of water per unit per year.

Our Hospital is working to eliminate hazardous chemicals from our environment. To protect patients and staff, we’ve eliminated hazardous silver and mercury by switching to an all-digital imaging system and changing to all digital thermometers.

# Building for the future

Designed to meet our growing community's health care needs

In the fall of 2008, Washington Hospital began the first phase of several major expansion and reconstruction projects that will prepare us to serve our growing community, now with more than 320,000 people, for many years to come. The most extensive public works effort in the history of our community, it is the largest construction project ever undertaken by Washington Hospital Healthcare System.

This construction and upgrade is being partially funded by a \$190 million general obligation bond approved by voters in 2004. Measure FF is helping the Hospital make critically needed, state-mandated seismic safety upgrades. It is also ensuring that Washington will be prepared to continue providing care to the community should a disaster strike. In addition, the bond is helping to fund badly needed expansions and upgrades of the emergency department, critical care unit, clinical

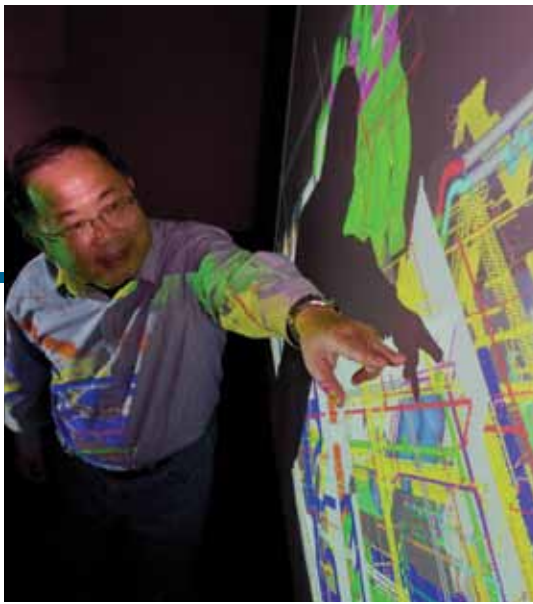


laboratory and radiology department. Appointed by the Washington Township Health Care District Board of Directors, the independent Citizens' Bond Oversight Committee oversees the disbursement of the Measure FF bond proceeds and reports annually on expenditures of the funds.

Every aspect of the multi-phase, multi-year project has been designed in accordance with the Hospital's commitment to creating and protecting a healthful place for patients and a cleaner, more sustainable environment for our community. Washington Hospital has worked closely with architects and planners to ensure that the need for a "greener" environment is addressed in all aspects of the plan, including:

- Contributing to a healing environment for patients
- Helping to sustain resources
- Using water and energy efficiently
- Protecting air quality
- Utilizing recycled and non-toxic materials

As a result, plans for the emergency department and critical care unit have earned the U.S. Green Building Council's LEED Silver designation, recognizing the Hospital for Leadership in Energy and Environmental Design.



## BUILDING FOR THE FUTURE

*Multilayered mechanical drawings, created by a computer-aided design system and presented here by mechanical engineer Chester Wong, are used to virtually test the different components of Washington Hospital's new Central Plant and system of tunnels before construction begins. This helps to pre-empt many potential functional problems.*

### Laying the essential groundwork

The first step in rebuilding and expanding the facilities on Washington Hospital's campus is the 36-month Consolidated Central Plant Project. We are building a 36,000-square-foot power plant, including a new central plant, laundry, system of utility tunnels and loading dock. Once completed, the new central plant will provide the infrastructure for replacing nearly all other buildings.

#### **The project will make new and expanded services possible at Washington Hospital.**

During the first eight months, most of the work has been done below ground. A tunnel is being built to run between the power plant, the existing Hospital and the soon-to-be-constructed Center for Joint Replacement. The structure and skeleton of the plant, including the

steel shell, have now been completed. Plans are to have the interim loading dock and the system of tunnels with an elevator in place by the end of the year.

Future activity to complete the three-year central plant includes erecting the multi-story building and bringing in major equipment. As a final step, the exterior of the building will be added.

#### **The new Center for Joint Replacement will be designed to advance excellent outcomes and high levels of patient satisfaction.**

Once the central plant and loading dock are completed, work will begin on the expanded Center for Joint Replacement. The new structure will include 20 private patient rooms, each with its own bathroom and shower. A third floor with 20 additional rooms will be added later. Indoor walkways will connect directly to the operating room area, as well as to the Hospital lobby, for the convenience of patients and visitors.

All the Center's related services will be under one roof, including a large therapy space and an expansive common room for patient education and dining. Patients will have easy access to a lovely outdoor garden that will support rehabilitation therapy during their stay in the Hospital. The entire facility will be designed to nurture a community of patients, physicians and staff, emphasizing strong communication and fostering coordination of services.

## Planning a “greener” patient care environment

A first look at the plans for Washington Hospital’s modern, expanded emergency department and critical care unit of the future offers ideas on how “green” features can be integrated to encourage a more healing patient environment while also conserving and protecting resources.

Throughout the building plans, there is a conscious effort to expose patients and staff to the healing properties of natural light and clean air, including larger, airier rooms and common spaces, garden patios and skylights. Meanwhile, the Hospital will be lessening its footprint on the environment by cutting down on its use of electricity.

While older hospital buildings utilize mostly recycled air, the new facility will maximize the use of fresh air. Traditional critical care units are surrounded by walls with few, if any, windows. The new unit will be just the opposite, with one wall made almost entirely of glass.

“This will help very ill patients orient themselves more quickly to night and day, aiding their recovery,” explains Ed Fayen, associate administrator of system operations and management support services at Washington Hospital.



*Washington Hospital’s commitment to the environment is evident in other projects on our campus. For example, we have designed and built one parking lot and are planning another that is surrounded by a “bioswale” that collects surface run-off from the parking lot. Vegetation and compost in the gently sloping drainage course trap silt and automotive pollutants before releasing the water to the storm sewer.*

# Year in review 2008 – 2009

## Focusing on quality

Quality care and the Patient First Ethic are of utmost importance at Washington Hospital. In line with these priorities and to highlight our many quality improvement initiatives and their positive effect on the standard of patient care at our Hospital, we issued our first-ever Quality Annual Report to the community in early 2009. In it, we describe how Washington's approach to quality has evolved so that we now focus on best practices and evidence-based medicine using rational, results-oriented methods. We also emphasize tracking, monitoring, measuring, assessing and sharing information with other health care institutions and organizations as effective strategies for improving quality care.

## Excelling in stroke care

Washington Hospital's comprehensive Stroke Program earned the Silver Performance Achievement Award from the American Stroke Association's "Get With the Guidelines" program. This national, evidence-based initiative recognized the Stroke Program for following the latest scientific guidelines and consistently complying with measures proven to improve patient outcomes.

The Stroke Program offers the most current approach to treating stroke patients, using the latest technology with a coordinated

Stroke Team. It was recently recertified as a Primary Stroke Center, receiving an outstanding evaluation and the Gold Seal of Approval from The Joint Commission.

## Expanding the horizons of nursing

Washington Hospital continues our journey toward Magnet nursing status, a prestigious designation by the American Nurses Credentialing Center (ANCC). The award recognizes hospitals that value the importance of nursing excellence which, in turn, translates into higher quality care for patients. During the past year, the Hospital has made significant progress toward our goal by putting the structure and processes in place to perform nursing research, implement evidence-based practices and publish our findings. The next step is to complete and submit the necessary documentation for approval by the ANCC. Just four percent of all hospitals nationwide and two percent of hospitals in California have received Magnet status, currently including three in the Bay Area.

## New web site recently launched

A fully redesigned web site now offers a wealth of interactive tools and media aimed at keeping the community informed and healthy. Visit the site at [www.whhs.com](http://www.whhs.com).





Volunteers from the 24th Annual Golf Tournament

## Growing our service

As the Washington Hospital Service League continues providing essential volunteer services to 31 areas of Washington Hospital, it has also focused on innovative ways to increase its membership. This year, a new random staffing program was initiated in response to the needs and preferences of today's busy, active volunteers. The online database with a scheduling option enables qualified individuals to arrange their own volunteer hours. This is a radical shift from the previous process that required volunteers to commit to a regular time and day of the week. The new system has been hugely successful in fulfilling the varied needs of the Hospital, and volunteers appreciate its accessibility and flexibility.



Marina Jordan, Service League president

The Service League is always looking for more volunteers to increase its ranks, including high school and college students and adults. For information, go to [www.whhs.com/volunteer](http://www.whhs.com/volunteer).

"Volunteering at Washington Hospital is so fulfilling and, at the same time, a lot of fun," states Marina Jordan, Service League

president. "We are so far beyond the traditional perception of the hospital volunteer as a candy striper or pink lady."

## Celebrating health care excellence

This year, Washington Hospital Healthcare Foundation celebrated important milestones and honored health care excellence during its three flagship events. The Top Hat XXII ball honored the 50th anniversary of Washington Hospital with an elegant dinner-dance held in a grand tent adjacent to the Washington West building. With more than 650 guests attending, the fall event raised \$132,900 to benefit the Hospital's Digital Echocardiography Program.



Top Hat XXII - Craig Silcox, Foundation Treasurer; Janice Futch-Claridge, Presenting Sponsor; Maria Huevo, Past President

The annual Trees of Angels tree lighting ceremonies and breakfast took place in November and December, collecting more than \$18,100 to support local hospice care. For the 24th Annual Golf Tournament, more than 200 golfers and 250 dinner guests gathered at Castlewood Country Club, earning \$72,000 in support of local hospice care and cancer services at Washington Hospital.

"The Foundation is the fundraising arm of the Hospital," says Demetrious Shaffer, current Foundation president. "A large portion of the dollars we raise go toward advanced technology and equipment so Washington Hospital and our physicians can continue providing our community with the highest standard of care in a nurturing environment."



## Responding to a pandemic

Prevention and protection from the potential dangers of H1N1 influenza

In spring 2009, a dangerous strain of swine flu called novel H1N1 began spreading rapidly throughout the world. By June, the World Health Organization (WHO) had declared the existence of an H1N1 pandemic. As of mid-November, the U.S. Centers for Disease Control estimated between 34 million and

67 million cases of H1N1 influenza had occurred in the U.S., with between 7,000 and 14,000 deaths. Locally, as of December 1 in Alameda County, the Health Department reported 441 hospitalizations and 24 deaths due to the novel H1N1 virus.

Since last spring, Washington Hospital has acted quickly to prepare for and help protect our community against this serious disease. An H1N1 Task Force of staff and physicians has met regularly to ensure that all systems at the Hospital are organized and ready to respond to a surge in H1N1 cases.



We have implemented many initiatives, including:

- Acquiring portable buildings available to separate flu patients from others coming to the Emergency Department
- Adding new air filtration to the Hospital's air handling system to assist in preventing the spread of the virus
- Inventorying important supplies and protective equipment and purchasing additional supplies and equipment, as needed
- Implementing a video conferencing program for families in the Birthing Center
- Placing stations for hand washing, masks and flu prevention information in the Hospital's public areas

Washington Hospital has joined other Bay Area hospitals in carrying out plans to minimize the infection rate and spread of H1N1 to patients, employees, volunteers and medical staff by limiting visitors. Currently, visitors or family members under 16 and all visitors who show flu-like symptoms are not permitted to visit patients in the Hospital.

We have also collaborated with local businesses and other community organizations to initiate a community-wide public awareness and education campaign. As part of this effort, we developed and distributed more than 14,000 H1N1 educational flyers to area schools.

# Exploring national health care reform

Useful information to encourage open debate

National health care reform has been a topic of interest among Americans for many years, but it has only been in 2009 that meaningful legislation on the subject has been seriously debated in the halls of Congress, by the local media and among individual citizens. Because the far-reaching legislation now being considered by the U.S. legislature has the potential to affect virtually every person in our community, Washington Hospital believes it is imperative that we take a leading role in helping to educate local residents so they can form their own opinions about this vital topic and its proposed solutions.

One of several bills proposed in Congress, America's Affordable Health Choices Act of 2009 (HR 3200) is believed to contain what will most likely be the framework of what may eventually become law in the U.S. Its goal is to provide affordable, quality health care for all Americans and reduce the growth in health care spending. With more than 1,000 pages of legislative language, the bill is not easy for the average American to read and understand. In order to assist members of the community in learning about the contents of HR 3200, the Hospital presented a three-part Special Report on National Health Care Reform on its InHealth cable TV channel, Comcast channel 78.

The series features a four-member panel summarizing the details of the bill as objectively as possible. Panel members include Nancy Farber, CEO of Washington Hospital; Anmol Mahal, MD, medical staff

gastroenterologist and former president of the California Medical Association; Daniel Morgan, MD, retired orthopedic surgeon and past co-chair of the Washington Hospital Medical Staff Bioethics Committee; and Joseph Andresen, MD, a practicing anesthesiologist at Washington Hospital. All four panel members have read the legislation in its entirety.

During the programs, the panel analyzes the bill, section by section, and provides a breakdown of the legislation. The objective is to offer the information in a clear, non-argumentative fashion, contrasting the style of reporting and analysis that most Americans have experienced through the media.

"In reading the bill, we learned that it contains much that has not been covered in the public discourse," states Nancy Farber. "We wanted to give people who view the series an opportunity to learn in great detail exactly what is and is not being proposed as national health care reform."

It is anticipated that there will be a great many changes to the current versions of health care reform legislation, as Congress follows its customary process of arriving at one bill to be presented for the President's signature. Washington Hospital plans to continue broadcasting new programs focusing on the overall status of the health care reform effort.

# 2008-2009 financial statement

Fiscal year ending June 30, 2009

Dollar Amounts represent thousands

## Balance sheet

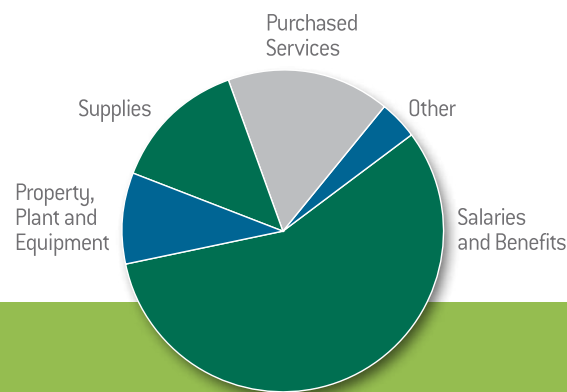
	2009	2008
Current Assets	\$ 74,032	\$ 86,301
Assets Limited As to Use	\$ 270,214	\$ 220,925
Property, Plant and Equipment	\$ 206,033	\$ 190,039
Other Assets	\$ 16,890	\$ 18,626
<b>Total Assets</b>	<b>\$ 567,169</b>	<b>\$ 515,891</b>
Current Liabilities	\$ 73,585	\$ 58,633
Long-Term Debt	\$ 163,530	\$ 172,066
Long-Term Liabilities	\$ 30,342	\$ 28,973
Fund Balance	\$ 299,712	\$ 256,219
<b>Total Liabilities and Fund Balance</b>	<b>\$ 567,169</b>	<b>\$ 515,891</b>

## Statistics

	2009	2008
Admissions	13,301	13,525
Days	62,947	62,070
Deliveries	2,418	2,765
Surgery Cases	4,369	4,392
ER Visits	48,175	46,371
Physicians on Staff	471	455

## Expenditures

	2009
Salaries and Benefits	\$ 211,310
Property, Plant and Equipment	\$ 34,312
Supplies	\$ 50,441
Purchased Services	\$ 61,146
Other	\$ 14,592



# 2008-2009 financial statement

Fiscal year ending June 30, 2009

Dollar Amounts represent thousands

Income statement	2009	2008
Net Patient Service Revenue	\$ 372,259	\$ 324,458
Other Revenue	\$ 10,542	\$ 9,952
<b>Total Operating Revenue</b>	<b>\$ 382,801</b>	<b>\$ 334,410</b>
Salaries and Benefits	\$ 211,310	\$ 190,294
Other Expenses	\$ 139,487	\$ 126,430
<b>Total Operating Expenses</b>	<b>\$ 350,797</b>	<b>\$ 316,724</b>
Operating Income	\$ 32,004	\$ 17,686
<b>Non-operating revenues and expenses</b>		
Investment Income	\$ 6,440	\$ 6,551
Interest Expense	\$ (3,754)	\$ (4,242)
Grant to Alameda County Health Care Services	\$ (1,500)	\$ 0
Other	\$ 695	\$ 637
<b>Total Operating and Non-operating Income – FASB*</b>	<b>\$ 33,885</b>	<b>\$ 20,632</b>
Unrealized Gain/(loss) on Investments	\$ 696	\$ 1,578
Property Tax Revenue	\$ 8,912	\$ 7,692
<b>Total Operating and Non-operating Income – GASB**</b>	<b>\$ 43,493</b>	<b>\$ 29,902</b>

## Caring for the community

Washington Township Health Care District provides many benefits to the community. One direct benefit that receives little notice is the health care that is provided for free or for which the District is not fully compensated. In the past year alone, Washington provided more than \$36 million in health care to the community's medically indigent population, \$5 million for unpaid medical costs, community education and other expenses, and an additional \$7 million for the uncompensated cost of care for Medicare patients and bad debt.

\* Financial Accounting Standards Board

\*\* Governmental Accounting Standards Board

## CREDITS

**If you would like additional copies of the Washington Township Health Care District Annual Report, or for more information, please contact:**

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**This report has been published as a service to the District residents by the Washington Township Health Care District**

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**Paper stock used for this piece:**

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**A healthier community...**  
**a sustainable future**





WASHINGTON TOWNSHIP HEALTH CARE DISTRICT



Washington Hospital Healthcare System  
Investing in the health of the community.

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