

Community. Quality. Innovation.

ANNUAL REPORT 2011-2012  
WASHINGTON HOSPITAL

Community.  
Quality.  
Innovation.



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



# Community. Quality. Innovation.

## Our guiding principle

*Everyone likes to be recognized for a job well done, and our Healthcare System is no exception. When we receive an award, we feel energized to work even harder to achieve excellence that meets and even exceeds expectations.*

*But this is not our true motivation. Rather, we are inspired by our Patient First Ethic, which has guided our staff, physicians and volunteers for many years. At Washington Hospital, every decision we make and action we take is based on what is best for the patient.*

## Cover photos

*Photos from top to bottom: Brenda Dominquez and her husband Richard May Jr.; Tasha Arrivas, RN and Janelle Kelly, RN, Infusion Center nurses; Jennifer McClure-Hewit and her daughter Violet Hewit*

Welcome to Washington Hospital Healthcare System's Annual Report for fiscal year 2011-12. From key services like stroke and cancer care, to quality improvement initiatives like medication safety and hand hygiene, to outreach and education programs like diabetes care and the mobile health clinic, we never stop working to serve our community with a focus on quality and innovation. As a result, many of these efforts have again earned recognition from respected sources in the health care field. We hope you enjoy reading all about it in this year's report.



The American Nurses Credentialing Center granted Washington Hospital **Magnet® status recognition**, the highest level of recognition that a hospital can achieve for nursing excellence. **Only 6.7% of hospitals in the United States have earned this status.**



The Joint Commission named Washington Hospital as a **Top Performer on Key Quality and Patient Safety Measures**. This prestigious distinction is awarded to an elite group of hospitals across the country that followed important best practices at least 95% of the time.



The American College of Radiology designated Washington Hospital as a **Breast Imaging Center of Excellence**. This designation is given only to hospitals that have demonstrated **high quality in all areas of breast imaging.**



The Commission on Cancer of the American College of Surgeons presented Washington Hospital's Comprehensive Community Cancer Program with its prestigious **Outstanding Achievement Award**, which recognizes the program's excellence in providing quality care to cancer patients.



Washington Hospital's Breast Health Program was fully accredited by the **National Accreditation Program for Breast Centers** for its commitment to providing the best possible care to patients with disease of the breast.



Washington Hospital received the **2012 Partner for Change Award** in recognition of its achievements in developing programs to **prevent pollution, reduce and recycle solid waste, eliminate mercury, reduce water and energy consumption and establish “green” purchasing policies.**



The American Academy of Urgent Care Medicine awarded **accreditation** to Washington Urgent Care. Washington Urgent Care is the **only urgent care facility in the Tri-City area** to achieve this accreditation.



HealthGrades named Washington Hospital one of **America’s 100 Best Hospitals for Joint Replacement** in 2012 and a recipient of the **Joint Replacement Excellence Award for the sixth consecutive year**, ranking us among the **top 5% nationally.**



Washington Hospital is a recipient of the HealthGrades 2012 **Stroke Care Excellence Award** and ranked among the **top 5% nationally for treatment of stroke.**



In 2012, Washington Hospital was **five-star rated for Neurosciences**, HealthGrades’ **highest star rating.**



Washington Hospital has been **five-star rated for Joint and Total Knee Replacements** seven years in a row, **Hip Replacement** nine years in a row, and **Back and Neck Surgery** (Spinal Fusion) for three consecutive years. Five-stars is HealthGrades’ highest rating.

*This list is not intended to be inclusive of all awards and accreditations. For more information please visit our website at [www.whhs.com/about/awards](http://www.whhs.com/about/awards)*

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# Mission Statement



**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

# From the Board of Directors

**AS WE WORK TO FULFILL THE MISSION OF WASHINGTON TOWNSHIP HEALTH CARE DISTRICT, THE BOARD OF DIRECTORS ALSO MAKES IT OUR PRIORITY TO REPRESENT THE INTERESTS OF THE COMMUNITIES WE SERVE.** We believe our continued success in governing the vital asset known as Washington Hospital Healthcare System is based on a steadfast commitment to quality and innovation.

Over the years, the Board has encouraged and supported the System's ongoing quest to provide residents with the best possible health care right here in our community. The field of medicine is constantly evolving, and we are determined that the programs and services offered by our Healthcare System are influenced by the latest advancements, while meeting the highest standards of quality and safety.

To respond to the growing needs of our District's population, we must anticipate change and look to the future. That is what our System's long term Facilities Master Plan is all about. Now that the first phase of the plan is successfully completed, we are looking forward to beginning Phase II to upgrade and expand outdated emergency and critical care facilities.

Our plan to construct The Morris Hyman Critical Care Pavilion received a huge boost when the community recently voted overwhelmingly to support Measure Z. We anticipate this state-of-the-art complex will enable Washington Hospital to apply to become a designated Trauma Center in Southern Alameda County. As this exciting project begins to take shape, we would like to recognize the community for your ongoing support of all our efforts to advance high quality, innovative health care in Washington Township Health Care District.



Michael J. Wallace  
President, Board of Directors  
Washington Township Health Care District



## 2011-12 Board of Directors

*Top row, left to right:*  
**WILLIAM F. NICHOLSON, MD**  
Position: First Vice President  
Elected: November 2012  
Occupation: Physician, Cardiologist  
Address: 2557 Mowry Ave., #33  
Fremont, CA 94538

**BERNARD STEWART, DDS**  
Position: Second Vice President  
Elected: November 2012  
Occupation: Dentist  
Address: 2243 Mowry Ave.,  
Suite B  
Fremont, CA 94538

**MICHAEL J. WALLACE**  
Position: President  
Elected: November 2010  
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 2012  
Occupation: Consultant, Health  
Information Management  
Address: 2000 Mowry Ave.  
Fremont, CA 94538

**JACOB EAPEN, MD**  
Position: Treasurer  
Elected: November 2010  
Occupation: Physician,  
Pediatrician  
Address: 2000 Mowry Ave.  
Fremont, CA 94538

# From the Chief Executive Officer



*Nancy Farber  
Chief Executive Officer  
Washington Hospital  
Healthcare System*

## **WE ARE PLEASED TO PRESENT WASHINGTON HOSPITAL HEALTHCARE SYSTEM'S 2011-12 REPORT TO THE COMMUNITY.**

This year, we have a new format, which consolidates our traditional annual and quality reports with added sections on nursing excellence and economic benefit to the community.

As you read, I hope you will gain a greater appreciation of how our Hospital's dedication to our Mission translates into superior quality and safety in the care and service we provide. To meet the evolving needs of our community, we continuously advance the scope of our services as we look to the latest, most effective developments in health care today. At the same time, we adopt innovative approaches and best practices to refine our processes and improve outcomes for patients.

We are proud that this dedication to excellence has continued to garner national and regional recognition. Many of the more notable awards from this fiscal year are presented here.

The past year has been filled with other major accomplishments, including:

- Further advancement in the excellence of our nursing program, as we continue our journey as one of the few Magnet® designated hospitals in the Bay Area;
- Completion of our state-of-the-art Central Utility Plant on time and on budget – the first major step in the Facilities Master Plan to modernize and expand our campus for the future;
- Opening of the uniquely designed, freestanding Center for Joint Replacement building, with advanced, comprehensive patient services all under one roof, and home to the Institute for Joint Restoration and Research program.

I would like to take this opportunity to thank the Washington Hospital employees, medical staff and volunteers for their dedication and willingness to collaborate in achieving these and many other milestones on behalf of our patients and the community.

*Nancy Farber*

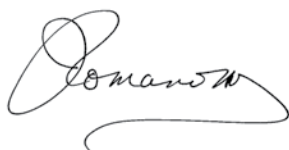
# From the Chief of Staff

**THE PHYSICIANS AND STAFF AT WASHINGTON HOSPITAL HAVE A LONG HISTORY OF WORKING TOGETHER TO CONTINUOUSLY RAISE THE QUALITY OF CARE AND SERVICE WE PROVIDE TO OUR COMMUNITY.** When residents come to us, our primary goal is to help them achieve the optimum health outcomes while having the best possible experience at every point of contact. A few of our most successful collaborative efforts over the past year are included in this report.

We also believe it is important to reach out into the community to ensure that, together, we are addressing the most current and critical health-related needs of our growing population. Here in Washington Township Health Care District, a unique partnership has grown between the Hospital, the doctors and the people who live and work here. To ensure that this relationship endures, we must nurture a high level of mutual trust. Such openness is at the heart of our current and future success as a local health care delivery system.

The medical staff wishes to commend Washington Hospital's administration, employees and volunteers for another exceptional year of service. Their dedication and hard work have contributed to an expanding and upgraded campus, an advancing range of innovative services, a uniquely superior nursing program, and a growing reputation as a one of the region's finest providers.

At the same time, we would like to thank you, the community, for your foresight and strength of purpose in supporting Washington Township Health Care District as your local health care leader.



*John A. Romano, MD  
Chief of Staff, 2011 – 2013  
Washington Hospital  
Medical Staff*

Our Community Hospital.





# Healthy Community. Healthy Economy.

**AT WASHINGTON HOSPITAL, WE ARE CONSTANTLY WORKING TO MEET THE HEALTH CARE NEEDS OF THE PEOPLE WHO LIVE IN OUR DISTRICT.** At the same time, we are a major contributor to the health of our local economy.

For example, our investment and anticipated investment in construction projects for Phase I and Phase II of our Facilities Master Plan represent the second largest construction expenditure ever made in the District, with a total economic impact of more than \$575 million, according to a study by Economic Planning Systems, Inc. In fiscal year 2011\* alone, 650 additional jobs and more than \$106 million in economic activity were generated in the District by Phase I of the Plan and our other major construction projects.

The first phase of the Facilities Master Plan included the recently completed Central Utility Plant, which will support the expanding power needs of our growing campus for many years to come. Another major project was the Joint Replacement Center building that is also home to the Institute for Joint Restoration and Research. As Phase II begins, more major construction is anticipated through 2016, with support for 2,320 additional local jobs over a five-year period.

As the area's second largest employer, we provide jobs for nearly 2,100 people, with 60 percent living in the District. Another 610 jobs are supported indirectly. Employment means economic activity, with \$580 million injected into the local economy by Washington Hospital and our employees each year.

In 2011\*, Washington Hospital also contributed \$126 million toward the care of uninsured or under-insured patients. Another \$27 million was spent on free and discounted clinics, charity care and community education activities. In addition, we devote millions of dollars annually to support other local health care entities and non-profit organizations.

*\*Data on this page is for FY 2011: July 1, 2010 – June 30, 2011.*



## Our growing community

- *Like many community members, brothers Luis (left) and Arturo Landeros (right) and their families depend on Washington Hospital for excellent local health care. In fact, all of Luis' sons were born here. As employees of construction company Swinerton Incorporated, both men were part of the team that recently completed the Hospital's new Central Utility Plant. They take pride in knowing that their work has made a contribution to the health care assets of their community through this vitally important construction project.*
- *In 2011\*, Washington Hospital supported a total of more than 3,364 jobs in Washington Township Health Care District.*
- *One in every 50 jobs in our Health Care District is attributed to Washington Hospital.*

# Leaders in Stroke Care

## Supporting others

After a stroke, people face many challenges, including difficulty with speech and mobility. To provide support and help stroke survivors conquer their fears and regain a sense of confidence, Washington Hospital sponsors a free Stroke Support Group. Besides monthly meetings where members enjoy each other's company, the group takes an annual trip to the Alameda County Fair. Last year, they brought food items they had collected for the Alameda County "Feed the Need" Food Bank to help others less fortunate than themselves.



## OUR JOINT COMMISSION-CERTIFIED PRIMARY STROKE PROGRAM IS RECOGNIZED AS BEING AMONG THE BEST IN THE COUNTRY.

That gives our community a distinct advantage when it comes to the quality of stroke treatment and potential for patient recovery.

As a leader in stroke care, our growing program is unique in many ways. For example, we make sure stroke patients are paired with a dedicated, specially trained stroke nurse, like those in the photo above, Tashan Arrivas, RN (left) and Janelle Kelly, RN (right).

When patients arrive at our Emergency Department, our stroke nurses work individually with them to coordinate care throughout their hospitalization. This helps ensure a high level of quality and consistency in the care our patients receive.



*In photo, back row, left to right: Ben Bettencourt; Henry Barwani; Dorene Lopez; Douglas Van Houten RN, BSN, CCRN, stroke program coordinator, and Ray Maybury. Seated in the front, left to right: Georgia Lopez and Lucinda Cruz.*

Another key to the effectiveness of our Stroke Program has been the addition of more advanced imaging technology. Washington Hospital's interventional neuroradiology services make it possible for physicians and staff to use advanced technology to assess arteries in the brain and manage a patient's condition.

As a result of added capabilities and the overall excellence of our program, we have seen a marked decrease in our risk-adjusted stroke mortality rates, which are now 20 percent lower than the national average. The quality of patient recovery is also very good, with at least two-thirds of our stroke patients returning to normal function within one year.

Our dedication to quality care and excellent patient outcomes, as well as our three-dimensional education program for patients, staff and the community, are important reasons why the Stroke Program at Washington Hospital has again received the Gold Plus Award from the American Stroke Association's Get With The Guidelines® program.



### Stroke care excellence

*As a member of our Stroke Team, neurologist Charan Singh, MD, (in photo above, left) diagnoses and manages acute stroke patients. Our Stroke Program is a recipient of the HealthGrades 2012 Stroke Care Excellence Award, ranking us among the top 5 percent nationally for treatment of stroke.*

*Other key members of the Stroke Team are neurologists Ravinder Kahlon, MD (left), and Prabhjot Singh Khalsa, MD (right).*



# Fast Treatment for Serious Heart Attacks

## Life-saving technology

*Washington Hospital's Cardiac Catheterization Lab is at the leading edge of interventional treatment for serious heart attacks. Our cardiologists are using drug-eluting stents to improve outcomes. A small mesh tube keeps a previously blocked artery from reclosing after a procedure has been performed to clear the blockage. The advanced technology slowly releases a drug to prevent a process called restenosis. Today, the percentage of our patients with a restenosing artery after placement of a stent has dropped from 30 percent to 10 percent.*

*We were also one of the first hospitals to use a tiny artificial pump that can be inserted into the patient's heart through an artery in the groin. It does the work of the heart muscle, giving doctors more time to open the artery, even when the patient is in shock.*

*Left to right: Carmen Hairapetian, RN, TNCC, ENPC; Leigh Muro, MSN, RN, FNP-BC; Ash Jain, MD, medical director of Non-invasive Vascular Imaging, medical co-director of Cardiac Care Services and medical co-director of Vascular Services program; Darlene Enchill, RN, BSN.*

**AS A DESIGNATED CARDIAC RECEIVING CENTER FOR ALAMEDA COUNTY, WASHINGTON HOSPITAL IS COMMITTED TO PROVIDING THE FASTEST, MOST EFFECTIVE HEART ATTACK TREATMENT POSSIBLE.**

This is especially important with a STEMI – or ST-segment Elevation Myocardial Infarction. STEMI is the most severe type of heart attack, when an artery carrying blood to the heart becomes blocked.

Starting treatment to open the blocked artery as quickly as possible is the key to saving lives and preventing heart muscle damage so patients have the best chance of resuming their normal activities. At our Hospital, the response to severe heart attacks has become faster and more aggressive.

We were an early adopter of the standard to get heart attack patients into the Cardiac Catheterization Lab for angioplasty to restore blood flow to the heart within 90 minutes or less. Today, Washington Hospital's recommended target is 60 minutes, and we are working hard to meet the goal consistently.

Diagnosing the heart attack and starting treatment can begin even before the patient arrives at the Hospital. We collaborate with paramedics in the field who can perform an electrocardiogram and transmit the results to the Hospital and treating cardiologist. The goal is to enable the doctor to make a diagnosis and prescribe immediate treatment, even before the patient is transported to the Hospital.



# Improving Outcomes in the Emergency Room



**WASHINGTON HOSPITAL'S EMERGENCY DEPARTMENT (ED) IS THE FIRST LINE OF CARE FOR A GROWING NUMBER OF OUR COMMUNITY'S SICKEST PATIENTS.** It is a designated Cardiac Receiving Center, a Stroke Receiving Center and one of the busiest hospital emergency departments in Alameda County. Physicians and nurses in the ED work in a dynamic, high risk environment that requires complex, timely decision making. It is critical that they stay at the forefront of the latest knowledge and skills in emergency medicine.

In the ED, we continually look for opportunities to reduce risk and improve outcomes for patients. We welcomed the chance to voluntarily participate in a risk reduction program called *Quest for Zero: Excellence in the ED*. The goal of this quality initiative is to enhance the skills and knowledge of the ED staff with a focus on achieving zero preventable unanticipated events involving patients in the ED.

## Quality Quest for Zero

*The "Quest for Zero" initiative supports the Washington Hospital Healthcare System model for quality improvement, driving change, strengthening clinical performance and ultimately improving patient care. The ED staff continues to participate in this important quality initiative with the expectation that additional opportunities for improving patient care will be identified and implemented.*

*In photo above, emergency nurse Anthony Ellis, RN, CEN, (left) and emergency physician Kadeer Halimi, DO (right).*

## Hand Hygiene – Everyone’s Job



**AT WASHINGTON HOSPITAL, WE HAVE A LONGSTANDING COMMITMENT TO HAND HYGIENE BECAUSE IT IS THE MOST EFFECTIVE WAY TO PREVENT THE SPREAD OF INFECTION.** We

believe everyone has a responsibility to learn and practice effective hand hygiene to insure that our patients and our community stay as healthy as possible.

We have a five-year partnership with local schools, teaching students how and when to wash their hands. Our Community Health Improvement Program – which includes Lucy Hernandez (in photo above), operations coordinator of our Community Health Resource Library – visits the schools, conducting interactive hand hygiene sessions for more than 1,000 students annually. When children learn about hand hygiene and why it is important, they take it back to their families and friends, spreading the word throughout the community.



*Shirley Ehrlich (center) looks on as Carmen Agcaoili, MD, (left) and Infection Control nurse Lia Estadi, RN, BSN, (right) practice safe hand hygiene in the CCU.*

In the Hospital, we have an aggressive hand hygiene program that is led by our Patient Safety Committee. Last year, the committee provided a variety of resources and support, including more tools to help caregivers comply with hand hygiene practices. This included greater access to hand sanitizing gel, more visible signage, and positive reinforcement for those who consistently follow the guidelines.

In our Critical Care Unit (CCU), Carmen Agcaoili, MD, medical director of the Hospital's Intensivist Program, is part of an interdisciplinary hand hygiene observation team. Collaborating with Infection Control staff, they monitor and improve hand hygiene practices throughout the CCU.

The team instituted a new practice using color-coded blankets to identify patients infected with highly contagious C-difficile organisms, so that caregivers instantly recognize which hand hygiene strategy to apply. All of these efforts, along with other initiatives to control infection, have contributed to a continuing decline in the incidence of ventilator-associated pneumonia, sepsis and central line infections among our patients.

## **Get with the program – wash your hands!**

- *Wash with soap and water, warm if possible. Wash each part of the hand (palms, back of hands, under fingernails, webbing between fingers, etc.) up to the wrists for 20 seconds.*
- *Rinse hands and dry them with a paper towel. Shut off the water with a paper towel.*

## **No soap and running water?**

- *Apply alcohol-based sanitizer, rub for 20 seconds or until alcohol is dry. Make sure to rub all surfaces of each hand.*

# Working Together for Medication Safety

## Hardwiring IV safety

*In the hospital, many medications are given to patients intravenously, so safe IV medication delivery is very important. Washington Hospital has made a major investment to ensure the safety of our patients receiving IV medications by purchasing smart pumps. These automated systems control the dose and timing of the medication to maintain accuracy. The advanced technology, which is not available in many hospitals, also provides the Medication Analysis Committee with useful information to support its ongoing work to safeguard the medication administration process at our Hospital.*



*Attending the Medication Analysis Committee meeting, photographed above (left to right): Matt Ybarra, RCP, RRT-NPS; Lalaine Membrido, RN; Jen Huang, PharmD; Medication Safety Officer Vandana Sharma, MD, PhD, and Heather Garcia, RN.*

### **MEDICATION SAFETY IS A TOP PRIORITY AT WASHINGTON HOSPITAL.**

To ensure our patients receive the right medication in the right dosage for the right duration, we draw on the experience, observations and innovative thinking of an interdisciplinary group of physicians and staff from nearly every department.

A new team, the Medication Analysis Committee, chaired by oncologist Vandana Sharma, MD, PhD, involves key stakeholders, including physicians, nurses and pharmacists. Many of the group's members take part in the Hospital's medication administration process every day. They draw on their real-world experience to identify and analyze medication events as a way to improve practices and create a safer process. The committee's goal is to make functional, systemic changes that prevent the possibility of human error.

Collaboration among committee members is essential to developing medication administration processes that effectively support safe patient care. Learning from best practices in the business world, all members of the committee have an equal voice at the table, and this encourages innovative thinking and practical solutions. The group also works to provide key stakeholders with useful educational materials about safe medication practices and how to apply them.



# Taking Action Against Antibiotic Resistance

**TODAY, HEALTH CARE IS CHALLENGED BY MORE STRAINS OF BACTERIA WITH STRONGER RESISTANCE TO CONVENTIONAL TREATMENT.** At the same time, there are few new antibiotics in development that will fight infection more effectively.

Our multidisciplinary Antimicrobial Stewardship Committee is aggressively fighting this problem on both fronts. Championed by infectious disease specialist Dianne Martin, MD (in photo below, center), the group includes many other physicians, such as Jevon Tang, MD (right). Lina Huang, PharmD (left), the Hospital's clinical pharmacy coordinator, is also a member, along with staff from Environmental Services, Nursing, Infection Control, and the Laboratory.



The Committee has developed a range of strategies with the ultimate goal of giving the most effective and appropriate antibiotic to each patient. With Hospital wide support and physician collaboration, we are beginning to conserve the effectiveness of the antibiotics we use.

In one important project, we are working to build awareness among physicians, nurses, respiratory therapists, pharmacists and others to encourage the judicious use of antibiotics. The committee partners with physicians to decrease the use of the most powerful antibiotics to cases requiring specific therapies. We also share what we have learned with nursing homes in the community.

## Improving our antibiotic practices

*Our Antimicrobial Stewardship Committee conserves the effectiveness of some antibiotics by changing the method of administration. With drugs that are equally effective given intravenously or orally, we have switched to oral administration. Oral antibiotics are less costly, the necessary duration tends to be shorter, and patients are able to leave the hospital sooner. This is a win-win for everyone.*

## Top Quality Cancer Care. Community Setting.



### High standards of cancer care

*Under the guidance of our Hospital's Cancer Care Committee and with the help of our Tumor Registry, we strive to deliver the highest standards of care for cancer patients. Marianne Heltzel, RHIT, CTR, Tumor Registry coordinator (in photo above), collects and maintains data on cancers diagnosed and/or treated throughout our Healthcare System. The Registry also analyzes data about patient outcomes to ensure that we maintain a high level of quality. Our information becomes part of the National Cancer Database and is available for comparison with that of other hospitals.*

**WASHINGTON HOSPITAL'S MULTIDISCIPLINARY COMMUNITY CANCER PROGRAM OFFERS PATIENTS AND THEIR FAMILIES IN THE TRI-CITY AREA TOP QUALITY CANCER SERVICES ON PAR WITH ANY HIGHLY RECOGNIZED MEDICAL TEACHING INSTITUTION IN THE COUNTRY.**

At the same time, we offer the convenient location and personalized service of a small, community hospital. Last year, our respected program was re-accredited by the Commission on Cancer of the American College of Surgeons, receiving the best possible, three-year accreditation.

Consistent with our Patient First Ethic, the program is the hallmark of patient-centered medicine, with each service planned and delivered according to the needs of patients and their families. This principle was highlighted again last year with the opening of the state-of-the-art Sandy Amos R.N. Infusion Center, named for one of our Hospital's longtime staff nurses who recently retired.

With a tranquil, comfortable atmosphere and views of an atrium full of plants and natural light, the Infusion Center offers amenities that were planned by a task force of caregivers, patients and their family members. The group assisted in the selection of everything from the chemotherapy patient chairs to a menu of snacks and meals tailored to meet the needs of patients going through the rigors of cancer treatment. Every aspect has been designed to help make the visit more comfortable, including WiFi for patients and their families.

At the Center, we provide a full range of safe, high quality infusion services using the latest equipment. Oncology nurse navigators dedicated to each patient administer chemotherapy as part of a comprehensive approach to coordinating a patient's cancer care. The nurses also help patients and families access the vast array of health care and support services available through Washington Hospital Healthcare System, many of which are conveniently located on or near the Hospital's campus.



## Recognized for excellence

In addition to awarding our Community Cancer Program three-year accreditation, the American College of Surgeons Commission on Cancer honored us with its Outstanding Achievement Award for excellence in providing quality care to cancer patients. We are one of only four California hospitals to receive this award.

Washington Hospital's Breast Health Program is also well respected, with full accreditation by the National Accreditation Program for Breast Centers. This evaluation recognizes our commitment to providing the best possible care to patients with breast cancer and other diseases. The American College of Radiology has named our Hospital a Breast Imaging Center of Excellence, a designation given only to hospitals that have demonstrated high quality in all areas of breast imaging.

*Our comprehensive cancer care services include a Cancer Genetics Program, led by Medical Director of Oncology and Genetic Counseling Vandana Sharma, MD, PhD (in photo above, right). We provide assessments and genetic testing to help identify people's risk for cancer. We also offer genetic counseling and, when appropriate, develop a individualized prevention plan to improve a person's chances for early detection.*

# On the Road with Basic Health Care

## A place to turn for health care

*Last year, the W.O.W. Mobile Health Clinic served 3,532 patients. Services included:*

- 1,354 glucose, cholesterol, hearing and vision screenings
- 1,159 blood pressure screenings
- 1,182 flu shots
- 404 children vaccinations, including whooping cough immunizations

**WHEN SCOTT MILLER TURNS THE CORNER AND SEES THE WASHINGTON ON WHEELS (W.O.W.) MOBILE HEALTH CLINIC PARKED AND OPEN, HE BREATHES A SIGH OF RELIEF.**

He knows he will see the familiar face of nurse practitioner Sherrie Kneebone, RN, who has been with the clinic since it opened in 2002. Even more important, Scott will get access to the basic health care he needs.

Traveling throughout the District, our mobile health clinic reaches out to adults and children who have nowhere else to turn for their health care. Our primary goal is to help people who are uninsured or underinsured, a need that has mushroomed with the challenging economy and so many unemployed. More than 75 percent of the people who come to the clinic have no insurance.

*At the entrance to the W.O.W. Mobile Health Clinic, Sherrie Kneebone, RN, FNP-BC, greets patient Scott Miller.*





The clinic also travels to local schools in the Fremont and Newark Unified School Districts. Clinic staff is available for on-site health services, including immunizations, for students and their families. This year, the mobile clinic added a fifth stop to its schedule at the New Haven Adult School in Union City.

Early detection, prevention and education are major elements of the clinic's service. In addition to performing free blood pressure and cholesterol screenings, the staff educates patients about how to prevent and manage chronic conditions like diabetes, an important health concern in our area. There is a critical need for diabetes screening because up to one-third of people with diabetes are unaware that they have the disease. The mobile health clinic has provided 2,400 free diabetes screenings throughout the District since 2005.

*Diabetes can be extremely difficult to manage, especially for someone who is unable to get access to regular health care. That's why Liliana Cobian (in photo above) is so grateful to the W.O.W. Mobile Health Clinic. The clinic's nurses helped her learn about and gain control of her disease. Today, Liliana feels much better and visits the clinic regularly for her care, which includes access to prescriptions for the diabetes medication she needs.*

## Managing Diabetes for Life



**LEARNING TO PLAN, SHOP FOR AND EAT A HEALTHY DIET IS AN IMPORTANT SKILL FOR PEOPLE WITH DIABETES.** It is one of many self-management techniques taught by the team of certified diabetes educators at Washington Hospital's Outpatient Diabetes Center. Their mission is to give people the ability to control diabetes for a lifetime. At the Center, we focus on teaching patients how to manage their disease because research shows self-management education is an effective approach to preventing, delaying and even reversing complications from diabetes.

District resident Gunnar Mayer (in photo above), retired executive chef of Food and Nutritional Services at Washington Hospital, is a "graduate" of the Center's BASICS program. The course is a

comprehensive approach to teaching people everything they need to know about managing and living successfully with diabetes. Even though Gunnar had many years of experience creating healthy and balanced meals, as someone with diabetes, he needed extra help learning how to plan and shop for food to meet his specialized dietary needs. After completing the BASICS course, he feels better and looks forward to a long and lively retirement.

In addition to diet, the weekly BASICS classes teach people about blood glucose monitoring, exercise, medications, blood pressure and cholesterol control, dealing with stress, and caring for feet, eyes and teeth. Participants who complete the program have been highly successful in reducing their A1C blood value, the gold standard blood glucose test for diabetes control.

Learning about diabetes management and prevention is also important for the entire community. The Center sponsors Diabetes Matters, a series of free, monthly diabetes education classes open to the public with expert speakers presenting science-based information followed by group discussion. Our multifaceted Diabetes Education Program is recognized by the American Diabetes Association for Quality Self-Management Education.

*The Outpatient Diabetes Center is a California Diabetes and Pregnancy Program Sweet Success affiliate. We work with women who wish to become pregnant or who experience gestational diabetes during pregnancy.*

*While she was pregnant, local resident Jennifer McClure-Hewit (in photo below, left) joined the program after learning she had developed insulin-dependent diabetes. Our certified diabetes educators taught her how to control her condition quickly to avoid the risk of pregnancy-related complications.*

*Last May, Jennifer gave birth to 6 lb. 13 oz. Violet. Jennifer's blood glucose level is no longer a problem, and both mother and daughter are happy and healthy. They enjoy returning to the Center to visit with Program Director Vida Reed, RN, CDE (right).*



## More Therapies. Better Healing.

**NON-HEALING WOUNDS CAN BE EXTREMELY TRYING AND DEBILITATING, AND NO ONE KNOWS THIS BETTER THAN NEWARK RESIDENT WALTER DUQUE.** After complications from knee surgery, he was referred to the Washington Center for Wound Healing and Hyperbaric Medicine. Our expert, multidisciplinary team helped Walter (in photo on right page) get out of a wheelchair and back on his feet so he could once again enjoy doing the things he loves, like taking his dog Rocky out for a walk.

The Center, which last year moved to a new, larger location, has all the elements for successful healing, including hyperbaric oxygen therapy (HBO). During HBO, patients breathe pure oxygen in a clear-sided, pressurized chamber to increase their body's own natural wound-healing ability. Every effort is made to help patients feel comfortable during this safe and simple treatment.

Working with surgeon and Medical Director Prasad Kilaru, MD (in photo below, center), Clinical Nurse Specialist Chungmei Shih, RN, MSN, CNS, CWCN (left) and HBO Safety Officer Paul Brown (right), is the Center's multi-specialty panel of physicians and four highly trained, wound care certified nurses. The team collaborates with physicians in the community to develop and implement an individualized wound care treatment plan for each patient.







## Back on track

*For community residents like Walter Duque, who delivers milk for the Newark Unified School District, the Center for Wound Healing and Hyperbaric Medicine fills a gap in the continuum of care and helps to improve quality of life.*

*Our expert staff treats many different types of difficult and complicated wounds and ulcers, including diabetic ulcers.*

*Last year, as a service to the community, we also offered a free wound screening day for uninsured residents to assess non-healing wounds and refer people for care.*

Throughout treatment, a dedicated wound care nurse works one-on-one with each patient until they have completed their care. Besides keeping patients on the path to effective healing, the nurse provides all the necessary education, support and links to vital resources, including care at home. This focused, comprehensive approach makes a measurable difference in quality outcomes for our patients.

With so many tools for successful healing, our Center ranks ahead of most wound care services across the country. Last year, nearly 94 percent of our patients experienced complete healing, a higher rate than the national benchmark.

## Volunteering – a Longtime Community Tradition

### Giving more

*Besides giving thousands of hours of service each year, the Service League donates funds to support Hospital programs. Last year, they donated \$70,000 to purchase a new stress fracture table for the Operating Room.*

*League members also award scholarships to deserving students living in the District who plan to pursue a career in health care. Health career scholarships renewable for up to four years were awarded to two graduating high school seniors last year. Two other one-time scholarships were also granted.*



### **WASHINGTON HOSPITAL'S SERVICE LEAGUE ADDS ANOTHER DIMENSION TO THE LONGSTANDING RELATIONSHIP BETWEEN THE HOSPITAL AND OUR COMMUNITY.**

For 57 years, caring individuals have volunteered their time, energy and talent to help make a positive difference for patients, families and visitors at Washington Hospital.

The League's 600 members give as many as 48,000 hours of service annually. They enjoy their work so much that many have been serving at the Hospital for decades. Last year, Diana Roessler was honored for giving 30 years of service, and Alice McClain and Joyce Wallace were each recognized for giving 25 years of service.

Members of the Service League carry out a wide variety of important functions from feeding patients and taking newborn photos to staffing the gift shop and Community Health Resource Library. Volunteers like Cathy Keese (in photo above, left) love being part of the new Emergency Department (ED) Companion Service, offering much-needed comfort and emotional support to patients and families.

"I like volunteering in the ED because of its fast-paced environment," says Cathy. "When people come here, they are often frightened and overwhelmed. I show them that Washington Hospital cares about them as individuals, and that I want to help in any way I can. When I finish my shift and go home, I can honestly say, 'I made a difference in someone's life today.'"

# Building Support for Local Health Care



*Left to right: Bernard Stewart, DDS, second vice president of the Washington Township Health Care District Board, Pat Danielson, RHIT, secretary of the Washington Township Health Care District Board, and Kent Joraanstad, chief of Rehab and Education Services.*

**FOR NEARLY 30 YEARS, WASHINGTON HOSPITAL HEALTHCARE FOUNDATION HAS BEEN A VITAL LINK CONNECTING WASHINGTON HOSPITAL WITH THE SUPPORT OF OUR COMMUNITY.** By building public awareness and financial support for the Hospital, the Foundation has helped make it possible for District residents to have access to high quality, innovative, locally available health care.

On October 13, 2012, the Foundation hosted the *26th Annual Top Hat* celebration under the grand tent. Co-chairs for the gala event were Sandeep Kunwar, MD, and his wife Purvi Kunwar. Proceeds from Top Hat will support construction of Washington Hospital's second operating room of the future, with funds helping to underwrite the purchase of "BrainSuite." This high-tech imaging system enables surgeons to operate on the brain and spine with greater precision. The Top Hat event raised \$190,000 for BrainSuite.

Last year's 27th Annual Golf Tournament attracted 240 golfers and raised more than \$95,000 for local hospice care and cancer services. It was held on a sunny June day at the Blackhawk Country Club in Danville – a new location for the event.

Hundreds of local residents attended last year's three Annual Trees of Angels tree-lighting ceremonies in remembrance of loved ones and friends who have passed away. Since 1996, these inspiring celebrations have raised more than \$440,000 for local hospice care.

Fire Chief Demetrious Shaffer, Foundation president, reflects: "Our sponsors and donors have been very generous, and our volunteers have worked long hours to ensure the success of our events. Thank you to everyone for supporting the patients served by Washington Hospital."



*Top Hat XXVI co-chairs Sandeep Kunwar, MD, with his wife Purvi. Dr. Kunwar is co-medical director of the Gamma Knife program and medical director of the Endoscopic Skull Base and Pituitary Center at Washington Hospital. Bottom: Dr. Kunwar with President of the Foundation, Chief Demetrious Shaffer.*

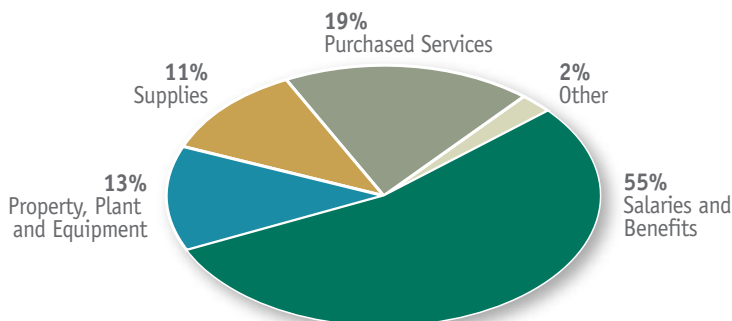
# 2011-12 Financial Statement

Fiscal year ending June 30, 2012  
Dollar amounts represent thousands

<b>BALANCE SHEET</b>	<b>2012</b>
Current Assets	\$ 108,973
Assets Limited As to Use	\$ 348,662
Property, Plant and Equipment	\$ 365,898
Other Assets	\$ 26,213
<b>Total Assets</b>	<b>\$ 849,746</b>
Current Liabilities	\$ 85,921
Long-Term Debt	\$ 283,192
Long-Term Liabilities	\$ 69,840
Fund Balance	\$ 410,793
<b>Total Liabilities and Fund Balance</b>	<b>\$ 849,746</b>

<b>Hospital Statistics</b>	<b>2012</b>
Admissions	12,682
Days	65,237
Deliveries	1,929
Surgery Cases	4,296
ER Visits	51,307
Physicians on Staff	520

<b>Expenditures</b>	<b>2012</b>
Salaries and Benefits	\$ 285,770
Property, Plant and Equipment	\$ 68,105
Supplies	\$ 60,070
Purchased Services	\$ 97,159
Other	\$ 11,963



# 2011-12 Financial Statement

*Fiscal year ending June 30, 2012  
Dollar amounts represent thousands*

<b>INCOME STATEMENT</b>	<b>2012</b>
Net Patient Service Revenue	\$ 449,755
Other Revenue	\$ 9,479
<b>Total Operating Revenue</b>	<b>\$ 459,234</b>
Salaries and Benefits	\$ 285,770
Other Expenses	\$ 192,150
<b>Total Operating Expenses</b>	<b>\$ 477,920</b>
Operating Income	\$ -18,686
<b>Non-operating Revenues and Expenses</b>	
Investment Income and Realized Gain/(Loss)	\$ 12,564
Interest Expense	\$ (3,714)
Other	\$ (3,599)
Unrealized Gain/(loss) on Investments	\$ 2,350
Property Tax Revenue	\$ 8,525
<b>Net Income</b>	<b>\$ (2,560)</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 \$48 million in health care to the community's medically indigent population, \$3 million for community education and other expenses, and an additional \$100 million for the uncompensated cost of care for Medicare patients and bad debt.

Quality.



*Maria Ploscaru, RN, and Rao Sunkavally, MD*

## From the Quality Steering Council

**WHEN IT COMES TO QUALITY CARE AT WASHINGTON HOSPITAL, WE CONSTANTLY CHALLENGE THE STATUS QUO.** Never satisfied to rest on our previous accomplishments, we seek out new and innovative ways to improve care, enhance safety and strengthen clinical outcomes for our patients.

Our Quality Steering Council leads the way, helping departments throughout the Hospital to continuously assess and refine their processes and overall approach to quality. We collaborate with some of the foremost health care quality and safety experts and organizations to identify scientifically proven, best practices and adopt them at our Hospital. Then, we meticulously track and analyze the results of the changes we have made to ensure that they contribute to measurable improvements in quality and safety.

The following page lists Washington Hospital's Quality Priorities and Goals for fiscal year 2011-12, as set by the Council. Our work in pursuit of many of these goals is further detailed throughout this report. We have focused on some of these goals for a number of years, while others represent new priorities or areas of increased emphasis. We have also included the latest updates on our performance relative to the vitally important Core Measures set by The Joint Commission and the Center for Medicare & Medicaid Services.

Providing a high level of quality is at the center of everything we do at Washington Hospital. For this reason, it is an important aspect of our Annual Report to the Community. As you read further, we hope you will gain an understanding of Washington Hospital's ongoing, comprehensive program to improve quality and safety. We are confident that these efforts translate into higher levels of excellence in the care we offer our patients and our community.



*William F. Nicholson, MD  
Chair, Quality Steering Council  
Washington Hospital  
Healthcare System*

# Our Commitment to Quality

## Members of the team

*We believe patients and their families are key members of the health care team. That's why we encourage them to ask our staff questions about anything they do not understand. When patients and families are better informed, this leads to better outcomes.*

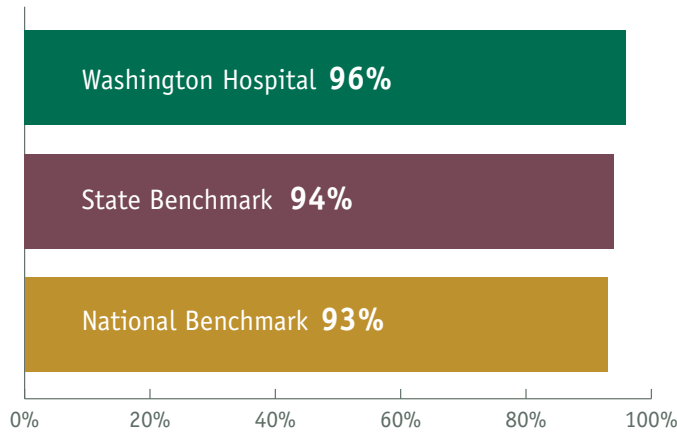
**TO HELP MEASURE THE QUALITY OF OUR CARE, WE MONITOR POINTS OF DATA THAT DEFINE HOW WELL WE IMPLEMENT CERTAIN EVIDENCE-BASED PROCEDURES.** We then define specific steps proven to contribute to quality patient outcomes for certain common diagnoses and for surgical care. Named Core Measures by The Joint Commission and the Center for Medicare & Medicaid Services, this data relates to care for acute myocardial infarction, heart failure and pneumonia, as well as surgical care. We report results quarterly, measuring ourselves against data from hospitals throughout the state and nation.

## Quality Priorities and Goals for fiscal year 2011-12

- Continue to improve medication safety
- Further strengthen our performance related to quality indicators set by The Joint Commission and the Center for Medicare & Medicaid Services
- Continue to enhance patient safety:
  - Reduce hospital-acquired infections
  - Improve hand-off communication
  - Insure accurate patient identification
  - Involve patients and families in care planning
  - Evaluate the patient discharge process with emphasis on discharge instructions
- Analyze and reduce readmissions for patients with heart failure, acute myocardial infarction and pneumonia
- Identify conditions present on admission
- Improve performance on quality indicators set by the U.S. Agency for Healthcare Research and Quality
- Continue to sustain improvements achieved through collaboration with the Institute for Healthcare Improvement
- Improve care of patients with decreased cognitive function, delirium and dementia
- Strengthen effective communication among all members of the health care team, including patients and families
- Employ process improvement teams to address patient flow while in the Hospital
- Support clinical operation committees for joint replacement, dialysis, emergency services, heart surgery, diabetes, spine care and obstetrics

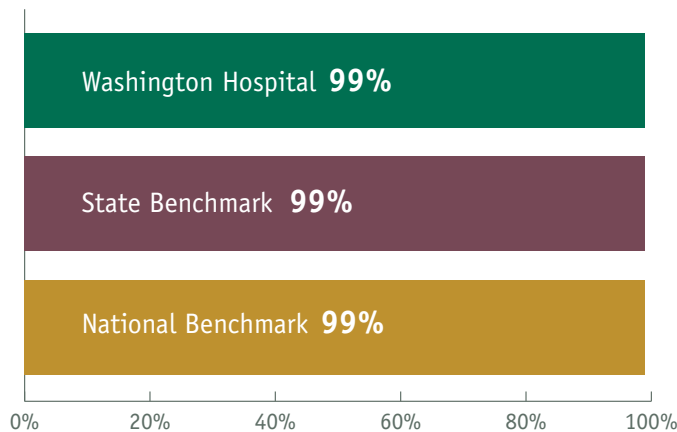


# Measuring the Way We Provide Quality



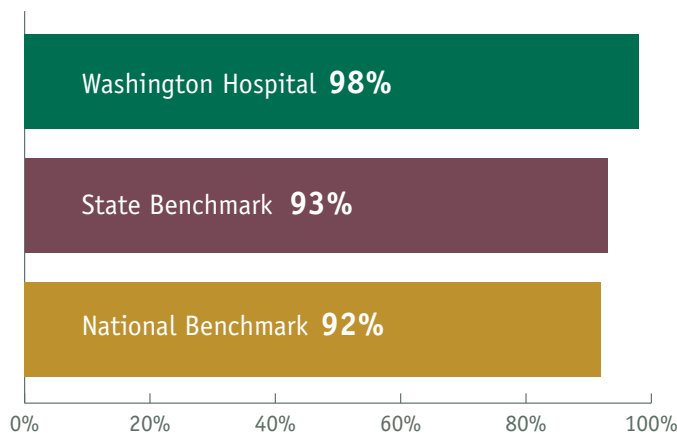
## Acute myocardial infarction, PCI within 90 minutes of arrival at the Hospital

We continued to be ahead of state and national benchmarks for the percentage of patients with serious heart attacks who received coronary angioplasty (PCI) within 90 minutes of arrival.



## Acute myocardial infarction, aspirin at discharge

We met state and national benchmarks for the percentage of heart attack patients who were given aspirin at discharge.



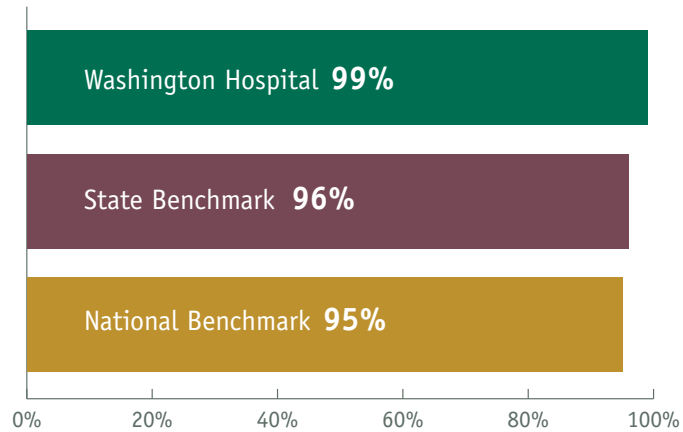
## Heart Failure, discharge instructions given to patient

We were notably better than state and national benchmarks for the percentage of heart failure patients who were given specific discharge instructions.

## Tracking Hospital performance in fiscal year 2011-12

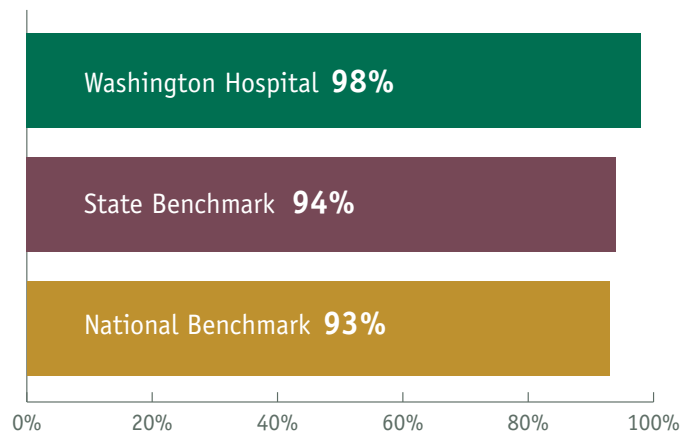
Core Measures track a hospital's performance in completing specific steps that have been proven to contribute to better patient outcomes. These steps are recommended standards related to treating three common conditions, as well as surgical care. Together, they contribute to the majority of hospitalizations in the U.S. today.

## Measuring the Way We Provide Quality (cont'd)



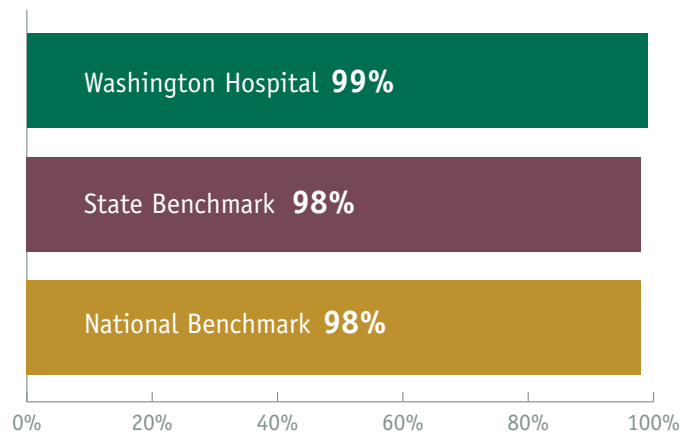
### **Pneumonia, frequency of pneumonia vaccine**

*We were better than state and national benchmarks for the percentage of patients who were given pneumonia vaccine.*



### **Pneumonia, frequency of influenza vaccine**

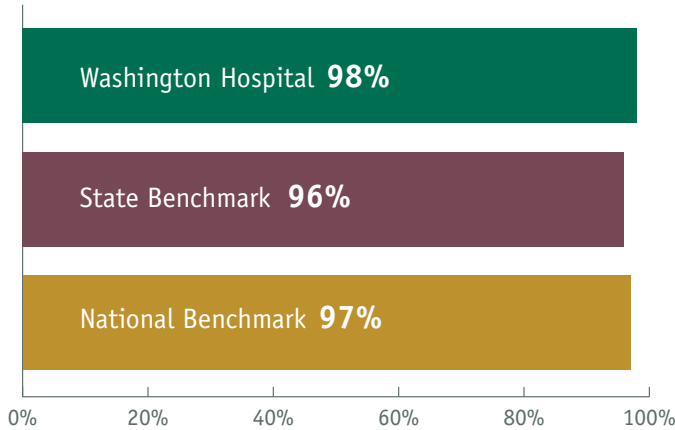
*We were above state and national benchmarks for the percentage of patients with pneumonia who were given influenza vaccine.*



### **Antibiotics within one hour of surgical incision**

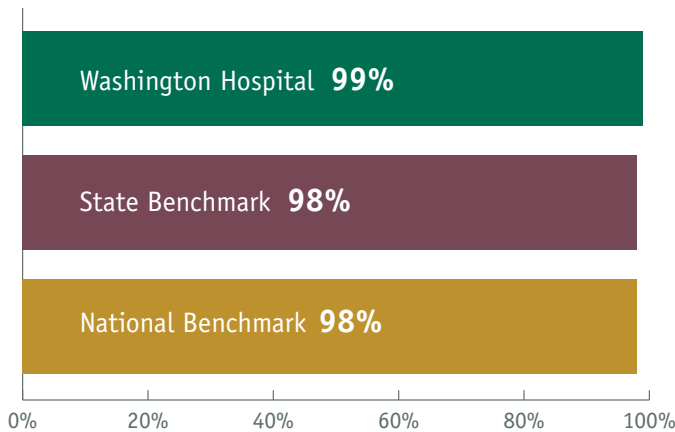
*We were slightly above state and national benchmarks for the percentage of surgical patients who were given antibiotics within one hour before their procedure.*

## Measuring the Way We Provide Quality (cont'd)



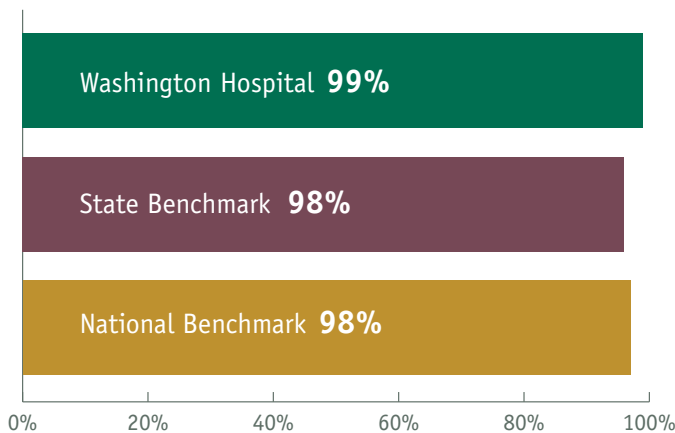
### Antibiotics discontinued less than 24 hours after surgery

*We were above state and national benchmarks for the percentage of patients whose antibiotics were discontinued within 24 hours after surgery.*



### Appropriate antibiotic selection for surgical patients

*We were slightly ahead of state and national benchmarks for the percentage of surgical patients who were given the appropriate antibiotic.*



### Prevention of blood clots after surgery

*We were above state and national benchmarks for the percentage of patients who underwent a specific postoperative protocol to prevent blood clots after surgery.*



# Nursing.



*Kelly Anderson, MSN, RN, CNL*

## Recognizing Our Nurses

**NURSING EXCELLENCE IS AT THE HEART OF PATIENT CARE AT WASHINGTON HOSPITAL.** That is why we have been awarded Magnet® designation, which is the highest level of recognition a hospital can achieve for quality of nursing care.

At our Hospital, we have a long tradition of commitment to quality nursing care and superior nursing leadership. It is important to recognize that our achievement of Magnet status is due in no small part to the guidance of Senior Associate Administrator Jan Wood, RN, MPA/HSA. Previously, as chief nursing officer, Jan led our considerable efforts to apply for and receive this esteemed designation. I am honored to have the opportunity to follow in her footsteps.

The high quality of our nursing care is a testament to our nurses' dedication to Washington Hospital's guiding principle, the Patient First Ethic. Doing what is best for patients is at the core of every decision our nurses make and every action they take. This is true of nurses at all levels of the organization, from those at the bedside in our patient care units to nurses in hospital administration.

We take a great deal of pride in our nursing program. Whether they are applying their skills within the walls of our Hospital or reaching out to the community to provide wellness and prevention services and health education, our nurses represent the best of Washington Hospital.

*Stephanie Williams*



*Stephanie Williams,  
RN, MHA, CPHQ, NE-BC,  
Chief Nursing Officer*



## Exemplary nursing practices

*In addition to granting us Magnet status, the ANCC recognized Washington Hospital for the following exemplary practices:*

- *Staff education levels*
- *Shared governance structure*
- *Leadership*
- *Evidence-based practice*

# The Meaning of Excellence in Nursing

**AT WASHINGTON HOSPITAL, WE HAVE A HISTORY OF DEDICATION TO EXCELLENCE IN NURSING AND ITS IMPORTANT CONTRIBUTION TO QUALITY PATIENT CARE.** So, it was fitting that, with the support of our administration and Board of Directors, we should make the crucial decision to pursue Magnet status.

In September 2011, we achieved this prestigious designation by the Magnet Recognition Program® for Excellence in Nursing of the American Nurses Credentialing Center (ANCC). It was a major accomplishment that required years of dedicated effort and hard work by nurses throughout our organization. We are extremely honored to be a Magnet hospital, as this conveys our high level of commitment to excellence in nursing and quality patient care. Only a small percentage of hospitals in the country have achieved this singular recognition.

Having a Magnet hospital in the community is also very important for District residents. As patients or family members, they can be confident that the nurses who care for them at Washington Hospital will always demonstrate exceptional levels of professionalism, responsibility and teamwork. Our nurses follow evidence-based practices that have been researched and proven to achieve the best outcomes for patients. In addition, they are well educated, very satisfied in their work, and willing to pursue advanced degrees and certifications to further improve the care they provide.

We are honored to have such a dedicated group of nurses. Together with our physicians and our entire staff, they work to sustain our achievements on behalf of quality and patient safety, always seeking more ways to elevate nursing practice at Washington Hospital.

# Discovering the Best in Nursing Practice



In photo above, back row, left to right: Lita Hughes, RN, BSN; Cydne Holte, RN, and Noor Zereen, RN. Front row: Monica Stanculeanu, MSN, MBA, RN, OCN, CMSRN; Carolyn Braden, RN, and Kelly Anderson, MSN, RN, CNL.

## TO MAKE OUR PATIENT FIRST ETHIC MEANINGFUL FOR PATIENTS AND FAMILIES, OUR NURSES MUST KNOW THE BEST, EVIDENCE-BASED PRACTICES TO APPLY IN EACH PATIENT CARE SITUATION.

That is why we bring together nursing leaders from throughout the Hospital each year to develop and implement research projects. The groups study innovative nursing practices designed to achieve better outcomes in different areas of patient care.

Each evidence-based practice project team has a mentor who has gone through additional “train the trainer” and leadership education. Nurses apply to be part of the teams and participate in addition to their regular roles in the Hospital. Because team members come from many different nursing disciplines, the groups have unique, multifaceted ways of finding solutions to challenges they have observed in their work.

Once the results of the projects are analyzed, our nurses look to apply their findings in other patient care areas of our Hospital. They also seek ways to benefit nursing practice in general by presenting their research projects at prestigious national and international health care conferences.

## Evidence-based practice projects

### Alcohol Withdrawal

**Assessment:** How does the use of alcohol screening and monitoring tools affect the occurrence of a patient’s withdrawal symptoms, admission to the intensive care unit (ICU) and length of stay? Leaders: Cydne Holte, RN; Noor Zereen, RN; Lina Huang, PharmD.

### End of Life Care Education:

Will a multidisciplinary education program on end-of-life improve nurses’ knowledge, comfort level and attitudes related to end-of-life care? Leaders: Dorothy Harden, RN; Monica Stanculeanu, MSN, MBA, RN, OCN, CMSRN; Kelly Anderson, MSN, RN, CNL.

### Health Care Team-Teamwork:

Will a multidisciplinary education program improve teamwork, communication and collaboration among nurses? Leaders: Lita Hughes, RN, BSN; Matt Ybarra, RCP, RRT-NPS.

### Pain Education Program:

How does a nursing-based education program affect staff knowledge and patients’ pain level and satisfaction with pain management? Leaders: Minh-Thu Dennen, PharmD; Carolyn Braden, RN; Kevin Bronson-Castain, RN.



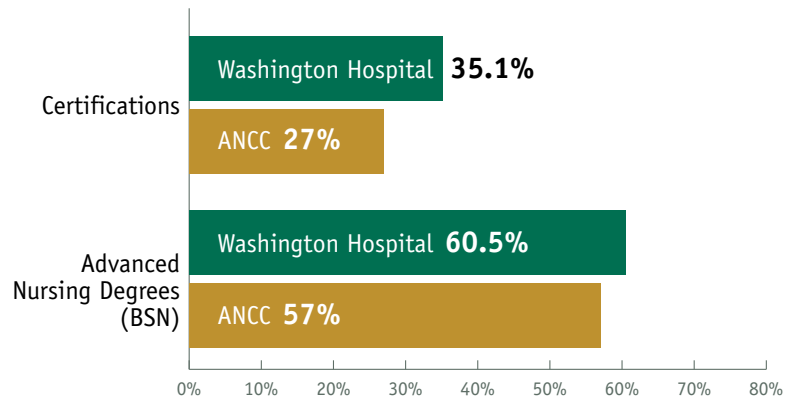
## New graduate nursing program

To support our nurses, we offer a comprehensive program of hands-on learning and classroom simulation. During the eight- to ten-week program, an experienced nurse collaborates with the new graduate to further advance the skills needed to provide quality patient care, think critically and excel in the clinical setting.

Lita Hughes, RN, BSN, is proud to have earned the advanced degree of Bachelor of Science in Nursing. The BSN is a four-year academic degree focusing on the science and principles of nursing. By pursuing further educational opportunities, our nurses enhance their skills in providing a high level of care to their patients.

# Advancing Nursing Education

**NURSING CERTIFICATIONS AND ADVANCED NURSING DEGREES ARE RECOGNIZED AS MARKS OF EXCELLENCE, CONTRIBUTING TO A HIGHER STANDARD OF PATIENT CARE IN THE HOSPITAL.** Washington Hospital's nurses choose to pursue professional certification and higher education because it will help them meet the challenges of the increasingly complex health care field while adding to their skill in providing quality patient care.



### Nursing certifications and advanced nursing degrees

The percentage of nurses at our Hospital who have received special certification was above the benchmark set by the American Nurses Credentialing Center (ANCC). In addition, a higher percentage of Washington Hospital nurses held Bachelor of Science in Nursing degrees than the ANCC benchmark.





# Growing Our Knowledge Base

## Initiating an Electronic Health Record

As a Magnet-designated organization, Washington Hospital works to add to the body of new and innovative knowledge that will redefine current systems and practices in preparation for the future. This helps us to improve patient care as we find ways to make our Hospital – and the nursing profession itself – stronger and more resilient.

In 2012, Washington Hospital began installing Epic, an integrated Electronic Health Record system designed to improve patient safety and create seamless, accurate documentation of patient care throughout the System. Epic helps to build collaboration among different disciplines and has a documentation process that focuses on the needs of patients and families. It improves staff and physician communication and efficiency, while supporting individualized care planning and patient education.



## Lowering the risk of delirium

Studies show that patients suffering from a severe state of confusion called delirium are at increased risk for complications and death in the hospital and after discharge. At Washington Hospital, we have adopted the multidisciplinary best practice “ABCDE” bundle to identify and treat delirium as early as possible. This will help minimize the risk to patients during their hospitalization. Bedside nurses are in the best position to recognize delirium early, and our critical care nurses are playing a crucial role in communicating with their teams about how to recognize delirium with emphasis on the initial assessment process.

*Members of the Epic deployment team in top photo, from left to right: Carl Dorsett, RN; Donna Duran, BSN, RN; Benjamin Martinez, BSN, RN, CEN and Laura Baker, BSN, RNC-OB, PHN.*

*“Delirium Dream Team” members in bottom photo, from left to right: Sharon Sang, RN, CCRN; Christine Amores, RN, CCRN (sitting); Cecille Gobel, RN, CCRN and Gloria Sutton, RN, CCRN.*



## Helping Patients Navigate Cancer Treatment

*Brenda Dominguez (in photo, left) was one of the first patients treated at the Sandy Amos R.N. Infusion Center. She appreciates its relaxing atmosphere and is grateful for the personal touch and extraordinary support of her nurse navigator, Shari Kellen, RN, OCN (right).*



### **WASHINGTON HOSPITAL'S NEW SANDY AMOS R.N. INFUSION CENTER IS DESIGNED WITH THE PATIENT AS ITS CENTRAL FOCUS.**

Meeting the needs of cancer patients throughout their treatment journey is the goal of the Center's three experienced nurses, who are specially trained in oncology care navigation. Each patient is paired with one of our dedicated nurse navigators as the first point of contact. These specially trained oncology nurses work closely with the patients and families, developing a relationship and bond of trust much like an extended family member.

Each nurse navigator helps guide the patient and coordinates care throughout the challenges, complexities, physical stresses and emotional strains of the cancer treatment journey. The nurse has the knowledge and ability to draw upon the vast array of medical and support services available throughout our Healthcare System. She helps make these resources easily accessible to patients and families, as needed.

With the personalized guidance and support of our nurse navigators, we help cancer patients and their families make informed decisions, overcome barriers to health care services and timely treatment, and have the best possible experience.

# Giving Moms and Babies the Best Start

**BREASTFEEDING HAS BEEN PROVEN TO HAVE CONSIDERABLE BENEFITS FOR MOMS AND BABIES.** At Washington Hospital, we have nearly completed the requirements to become a designated Baby-Friendly Hospital by providing evidence-based breastfeeding care for all new mothers and babies.

Our objective is to provide optimal support and encouragement for breastfeeding babies and their families. Spearheaded by two of our Birthing Center nurses, services now include round-the-clock lactation support and education for all new breastfeeding mothers. Our goals are to help mothers initiate feeding within one hour of birth and give infants breast milk exclusively, unless medically indicated.

The Baby-Friendly Hospital Initiative was launched by the World Health Organization and UNICEF (United Nations Children’s Fund) as a global effort to implement practices that protect, promote and support breastfeeding.



## Steps to successful breastfeeding

*At Washington Hospital, we follow the Ten Steps to Successful Breastfeeding, such as:*

- *Having a breastfeeding policy routinely communicated to all health care staff*
- *Training all health care staff in skills needed to implement the policy*
- *Informing all pregnant women about the benefits and management of breastfeeding*
- *Showing mothers how to breastfeed and maintain lactation*
- *Practicing “rooming in” – allowing mothers and infants to remain together 24 hours a day*
- *Fostering and referring mothers to breastfeeding support groups*

*Christine Bedgood, RN, IBCLC (right), Tiffany Tolentino and newborn baby Tolentino*

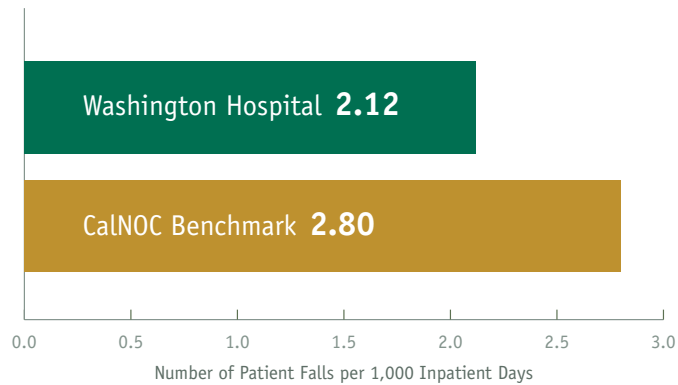


## Monitoring nursing quality in fiscal year 2011-12

*Focusing on the strong connection between nursing actions and patient outcomes, nursing-sensitive quality indicators measure the structure, process and results of nursing care. This evidence-based approach enables us to continuously evaluate and improve the quality of care our patients receive.*

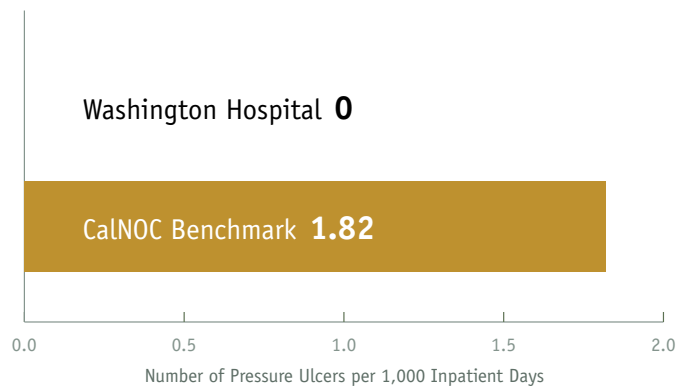
# Measuring Nursing Care Outcomes

**AT WASHINGTON HOSPITAL, WE DON'T SIMPLY FOLLOW EXCELLENT NURSING PRACTICES, WE ALSO MONITOR AND MEASURE WHAT THEY MEAN FOR OUR PATIENTS.** We do this by tracking a key set of nursing-sensitive indicators identified by the American Nurses Association. Each quarter, we report our Collaborative Alliance for Nursing Outcomes (CalNOC) data to the National Database of Nursing Quality Indicators so we can compare our performance to 1,500 other hospitals across the U.S.



### Patient falls

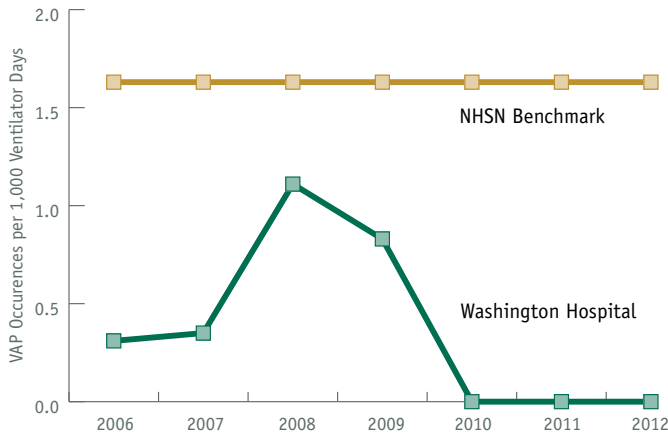
*The rate of patient falls at our Hospital was lower than the nationwide CalNOC benchmark. We have been better than the standard every year since 2007.*



### Pressure ulcers

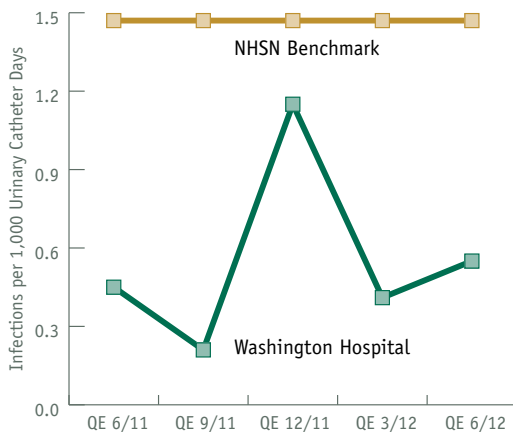
*No patient at our Hospital experienced a hospital-acquired pressure ulcer during FY 2011-12. This is below the nationwide CalNOC benchmark.*

## Measuring Nursing Care Outcomes (cont'd)



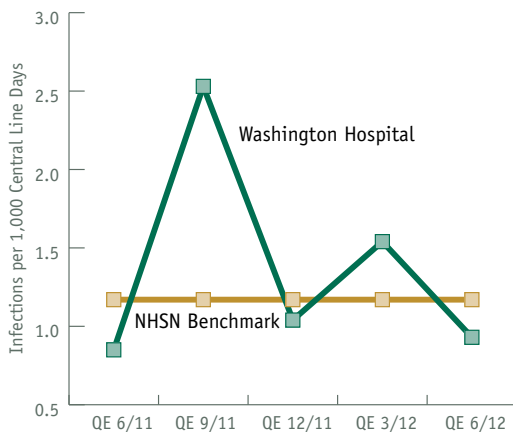
### Ventilator-associated pneumonia (critical care)

Since 2010, no patient at our Hospital has had ventilator-associated pneumonia, a rate well below the nationwide benchmark set by the Center for Disease Control's National Healthcare Safety Network (NHSN).



### Catheter-associated urinary tract infections

Our Hospital remained below the NHSN benchmark for catheter-associated urinary tract infections throughout FY 2011-12.



### Hospital-wide central line bloodstream infections

Over the past year, the rate of central line bloodstream infections at our Hospital has varied in relation to the nationwide NHSN benchmark. We were below the benchmark in the second and fourth quarters of the year.

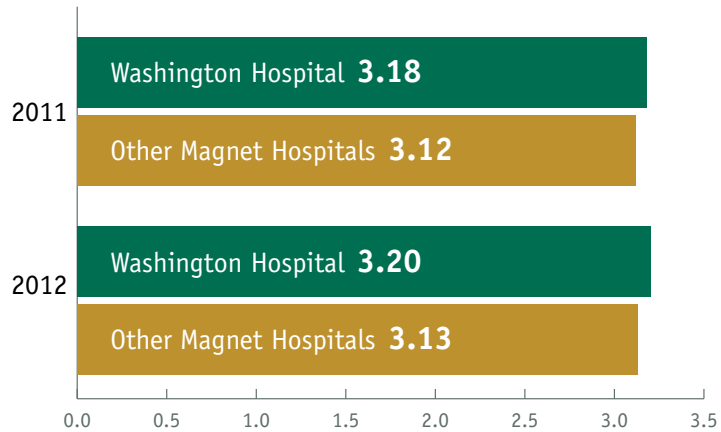
## Fighting infection

Our Hospital is committed to preventing all types of hospital-acquired infections. We have adopted evidence-based procedures that have made significant inroads in protecting our patients from ventilator-associated pneumonia, catheter-associated urinary tract infections and central line bloodstream infections, as well as methicillin-resistant staphylococcus aureus (MRSA) and C-difficile infections.



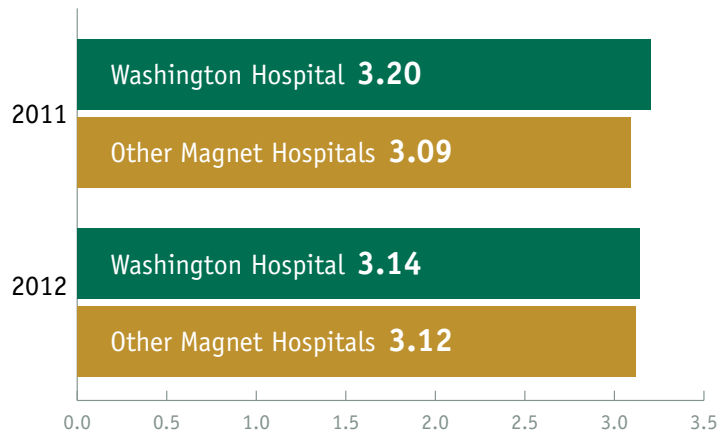
# Transforming Our Hospital for the Future

*In today's fast changing health care environment, hospitals need nursing leaders who can help transform the organization's values, beliefs and behaviors to meet the demands of the future. Nursing leaders must also have strong clinical knowledge and expertise in professional nursing practices, while maintaining collegial relationships with physicians. At Washington Hospital, our nurses' sense of fulfillment in all of these realms is reflected by notably higher levels of job enjoyment than the average for other Magnet hospitals.*



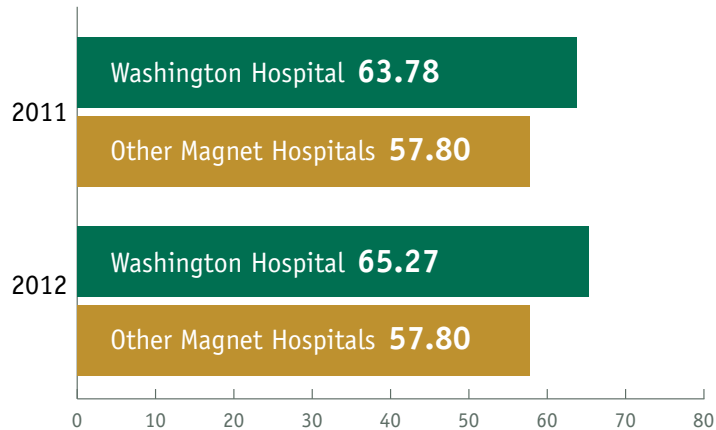
### Nursing foundations for quality of care

*Washington Hospital nurses' perception of their work environment as it relates to patient safety and quality has been ahead of the average for other Magnet hospitals for the past two years. (Rating is from 1 to 4, with 4 being the best.)*



### Collegial nurse-physician relations

*Our nurses' rating of their collegial relations with physicians on our medical staff has been above the average for other Magnet hospitals over the past two years. (Rating is from 1 to 4, with 4 being the best.)*



### Nursing job enjoyment

*The job enjoyment rating by our nurses has been higher than the average for other Magnet hospitals over the past two years. (Rating is from 0 to 100, with 40-59 being "good" and above 59 being "very good.")*

# What's on the Horizon

**LIKE THE PURSUIT OF HEALTH CARE QUALITY, ACHIEVING AND MAINTAINING STATUS AS A MAGNET-DESIGNATED HOSPITAL IS AN ONGOING JOURNEY.** As we look to the year ahead, our nurses and the entire organization work to sustain our accomplishments and raise the bar to achieve even higher levels of excellence for our patients.

We are also making a major investment in leading-edge medical information technology. WeCare, Washington Hospital Healthcare System's Electronic Health Record, will put patients' health information at the fingertips of physicians and other providers throughout the organization, so they can offer more personalized, accurate and timely care. Patients will also have an unprecedented ability to be involved in their own care through access to their health information and a seamless connection with each service they need.

Every year, the commitment to teamwork, quality and innovation becomes more ingrained in the culture of our System. All the while, our staff, physicians and volunteers stay firmly focused on the Patient First Ethic, as we fulfill our Mission of service to this community.

## Production Credits

If you would like additional copies of the Washington Hospital Healthcare System Annual Report 2011-2012, or for more information, please contact:

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Thank you to all who are featured in this report.

## WeCare means . . .

*Seamless connectivity –  
A single electronic record  
seamlessly connecting a  
patient's health records with  
every part of Washington  
Hospital Healthcare System  
they encounter.*

*Access and security –  
The unprecedented ability  
for patients to be more  
involved in their care  
and access their medical  
information safely and  
securely.*

*Smart technology –  
An investment in  
better care, putting  
Washington Hospital  
Healthcare System at the  
leading edge of medical  
information technology  
and demonstrating our  
commitment to the Patient  
First Ethic.*

*A better choice for the  
environment –  
Secure, electronic storage  
of patient health records,  
eliminating the need  
for rooms full of bulky  
paper charts.*



**ANNUAL REPORT 2011-2012**  
**WASHINGTON HOSPITAL**

**Community. Quality. Innovation.**



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