



HealthSigns



Winter 2014

2013-2014 ANNUAL REPORT EDITION

Best Start for Baby:

Washington Hospital recognized for exceptional care of infants, mothers and families



A Healthy Partnership

UCSF & Washington Hospital Healthcare System

Innovation and New Knowledge

Unlocking new doors to quality patient care

Community Partnerships

Service League volunteers serving Hospital patients

Imaging that Innovates

Non-surgical treatments

Exemplary Professional Practice

An innovative approach to feeding critically ill patients

Hospital Foundation working to support Hospital programs

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.



Many of our services have earned recognition from respected health care sources regionally and nationwide. Listed below are just a few of the awards and accreditations received. For a complete list, visit whhs.com/about/awards.



Joint Commission Accreditation

Washington Hospital has earned the prestigious Joint Commission seal of approval. The full three-year accreditation is the Gold Seal of Approval™ from the nation's oldest and largest standards-setting and accrediting body in health care.

Magnet® Status

Magnet status from the American Nurses Credentialing Center recognized the high level of care that Washington Hospital nurses provide to patients and families.

Baby-Friendly Designation

Washington Hospital is one of few U.S. hospitals recognized by the World Health Organization and the United Nations Children's Fund for exceptional support of breastfeeding moms and babies.

Best Hospital in the San Francisco Metro Region

U.S. News & World Report has ranked Washington Hospital as the best hospital in the San Francisco metro region in the following seven specialty areas recognized for high performance: gastroenterology and GI surgery, geriatrics, gynecology, nephrology, neurology and neurosurgery, orthopedics, and urology.

Center of Excellence in Breast Imaging

The American College of Radiology designated Washington Hospital a Breast Imaging Center of Excellence for demonstrating high quality in all areas of breast imaging.

Gold Plus Quality Achievement and Target Stroke Honor Roll

The American Heart/Stroke Association acknowledges Washington Hospital's commitment and success in implementing a higher standard of stroke care by ensuring that stroke patients receive treatment according to nationally accepted standards and recommendations.

Quest for Zero Award in the Emergency Department and Obstetrics

Washington Hospital has been recognized by Beta Healthcare Group for its Quest for Zero quality initiatives in the Emergency Department and Obstetrics that reduce risk and improve patient safety.

Advanced Primary Stroke Program Recertification

The Joint Commission has granted Washington Hospital full recertification of its Advanced Primary Stroke program. The certification process is designed to help organizations continuously provide safe, high-quality care, treatment and services.

Comprehensive Community Cancer Program Accreditation

Washington Hospital has received accreditation with commendation from the American College of Surgeon's Commission on Cancer, which acknowledges the program as a Comprehensive Community Cancer Program.

From the Board of Directors



Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 • (510) 797-1111

Nancy Farber, Chief Executive Officer

Board of Directors

Patricia Danielson, RHIT

Jacob Eapen, M.D.

William F. Nicholson, M.D.

Bernard Stewart, D.D.S.

Michael J. Wallace

Keeping our Healthcare System on the leading edge with the most modern medical facilities possible is a top goal of the Washington Township Health Care District Board of Directors. At the same time, we focus on keeping patients safe by meeting current requirements, especially as they relate to earthquake safety. We take our responsibility very seriously, as we oversee the operations of this vital community asset.

We are very excited to announce, with the recent selection of a general contractor and construction management firm, construction of the highly anticipated Morris Hyman Critical Care Pavilion and parking structure is moving forward. The medical complex will provide the facilities and technology for some of the best emergency and critical care services available.

The Morris Hyman Critical Care Pavilion will comply with California's stringent seismic safety standards, with a "base isolation" system similar to that of other advanced facilities in the Bay Area and many earthquake-prone areas throughout the world. The three-story, 250,000-square-foot building will house a larger, more advanced Emergency Department and expanded Coronary Care and Intensive Care Units. The seven-story parking structure will have space for 649 vehicles and a rooftop emergency transport helipad.

We are also proud of the accomplishments of the Hospital's staff and physicians in contributing to our Hospital's leadership role as a provider of quality patient care. Every three years, Washington Hospital is visited by The Joint Commission, an independent agency that evaluates and accredits more than 19,000 U.S. health care organizations annually.

During its most recent visit, the Commission commended our Hospital for implementation of our WeCare electronic medical record system and First Dose Medication Education Program. Both efforts will be highlighted by the Commission as "Best Practices" and learning opportunities for other hospitals across the country. We congratulate our dedicated staff and our physicians for these achievements.

The Washington Township Health Care District Board of Directors

From the Chief Executive Officer



Nancy Farber
Chief Executive Officer
Washington Hospital
Healthcare System

This past year, the staff, physicians and volunteers of Washington Hospital Healthcare System and the Board of Directors of the Washington Township Health Care District have worked to ensure that our Hospital continues providing the very best care for our community. At the same time, we have strived to remain competitive in a highly complex and evolving health care marketplace.

Washington Hospital has expanded our affiliation with UCSF Medical Center and UCSF Benioff Children's Hospital in significant and exciting ways. This important collaboration continues to bring the highest level of medical care into our community, while making it easier for residents to be referred to UCSF Medical Center or UCSF Benioff Children's Hospital, if necessary. We have also expanded access to specialized UCSF physicians in specific clinical areas.

One of the most exciting developments has been the launch of a highly successful collaboration with UCSF Benioff Children's Hospital in the Washington Special Care Nursery and Pediatrics Department, where we care for our youngest at-risk patients. We have also established a liver outreach clinic, an advanced heart failure clinic and additional genetic testing services. Other projects we are developing with UCSF include perinatal diagnostic services, a pediatric specialty clinic, pediatric surgery, telemedicine, cardiovascular surgery support, family practice physician recruitment and palliative care.

We are also undertaking innovative new strategies to help us compete in the rapidly changing health care marketplace. Federal and state legislation, changes in medical technology and treatment protocols, and the overall economic and financial environment are all having an impact. At Washington Hospital, we continue working to become the high-quality, low-cost health care provider for our community.

Recently we embarked on our Lean transformation journey, which is based on the extensively-proven Toyota Production System. Lean focuses on driving waste from our operations while enhancing high-quality health care and increasing value. As always and in keeping with our Patient First Ethic, we focus on what is best for patients.

Despite many challenging and exciting changes, our Healthcare System's focus on the Patient First Ethic and uncompromising dedication to patient safety never waiver. These principles have and always will be the driving forces behind our efforts to deliver the highest standard of care to the people we serve.

A handwritten signature in black ink that reads "Nancy Farber". The signature is fluid and cursive.

Nancy Farber
Chief Executive Officer

From the Chief of Staff

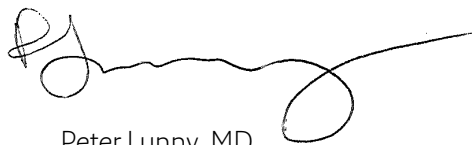
The medical staff of Washington Hospital is dedicated to offering the highest quality care for people who live in Washington Township Health Care District. Our physicians work with each other and Healthcare System staff, as well as patients and their families, to provide the best treatments available.

In 2013, we also played a major role in helping to optimize the Hospital's sophisticated new Epic electronic medical record (EMR) by working with staff to integrate it into many patient care processes. Known at Washington Hospital as WeCare, the EMR gives clinicians fast, secure access to a patient's medical record from anywhere in the Healthcare System, including inpatient and outpatient areas. WeCare enhances communication among physicians and other health care professionals and enables us to streamline patient care and monitor compliance. Most important, it makes safety a top priority by helping us prevent medical errors.

The power of the electronic medical record has been increased with the addition of MyChart, a secure patient portal that gives individuals access to their own personal medical record whenever and wherever they need it. The most recent enhancement to WeCare is Care Everywhere, giving Washington Hospital clinicians fast, secure access to the medical records of visitors from outside our community. It also gives the many other hospitals on the Epic system access, with permission, to our patients' medical records, when patients have a medical emergency away from home. Care Everywhere helps patients receive the best possible care wherever they are.

Our physicians are pleased to have collaborated with the Hospital in the successful transition to WeCare. This year, The Joint Commission recognized Washington Hospital for providing models in staff and physician training and education, transition timing and implementation that might benefit other institutions undertaking the transition to an electronic medical record.

The physicians of the Washington Hospital medical staff continue to be proud collaborators in the Healthcare System's growth and success as a provider of quality medical care to the community.



Peter Lunny, MD
Chief of Staff, 2013-2015
Washington Hospital Medical Staff



*Peter Lunny, MD
Chief of Staff, 2013-2015
Washington Hospital Medical Staff*

Powering Up Our Quality

MyChart: Personal Health Information at Your Fingertips

Implementing the comprehensive Epic electronic medical record (EMR) called WeCare has been key to our Hospital's ongoing commitment to quality patient care. We continue to make additions and enhancement to the powerful system, so patients will experience the greatest benefit in improved quality, efficiency and safety.

As the most commonly used EMR in the U.S., Epic connects us with health care providers all over the country. For example, it helps coordinate care in the programs we are developing with UCSF Medical Center, which also has Epic.

This year, we increased the power of WeCare by adding MyChart, a secure patient portal that gives users access to their personal medical record whenever and wherever they need it. Patients can also connect with programs and services throughout Washington Hospital Healthcare System and the physicians of Washington Township Medical Foundation, as well as other local doctors on the WeConnect program.

With MyChart, patients use a personal computer or mobile device to learn about recent lab results, request medication refills and confirm information in their medical record, such as allergies and immunizations. They can also schedule a new appointment, check details of past and upcoming appointments, or send a message to their doctor. MyChart alerts users each time new information is transmitted to their medical record. Family members can also access each other's records, with permission.

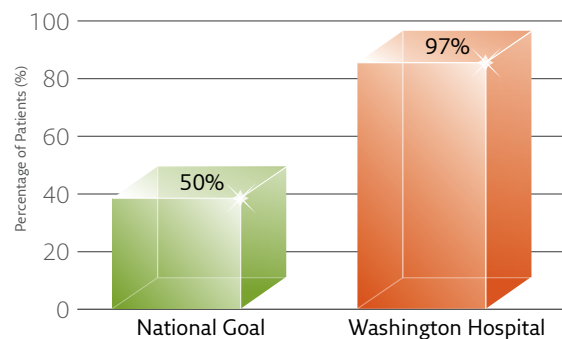
We also launched Care Everywhere, which gives our clinicians fast, secure access to the medical record of patients from out of town, such as a car accident victim being treated in our Emergency Department. And, patients from our Hospital have the same benefit if they need treatment at another facility on the Epic system.



David Orenberg, MD, medical director of the Emergency Department (left) and Ginalyn Nacnac, BSN, RN, access the WeCare electronic medical record to review a patient's medical history.

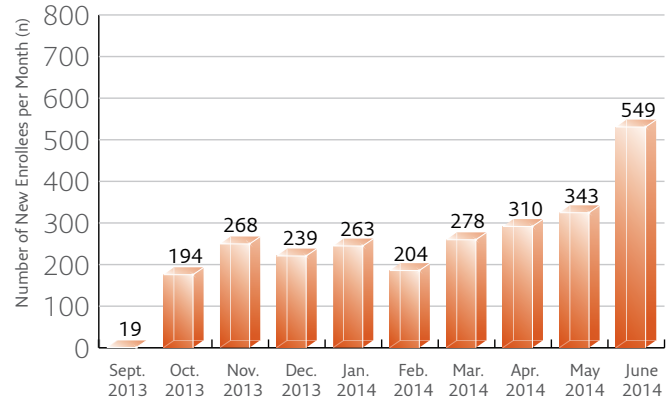
MyChart Helps More Patients Manage Their Care

Percentage of Washington Hospital Patients Given Information to Access Their Own Medical Health Record (May-August 2014)



Ninety-seven (97) percent of Washington Hospital patients have been given information to activate their own medical health record through our Health System's MyChart patient portal. This is far higher than the goal for hospitals nationwide, as set by the Centers for Medicare and Medicaid Services (CMS).

Growth of Washington Hospital Patients Accessing Records Electronically with 'MyChart' (September 2013-June 2014)



A growing number of patients in Washington Township Health Care District are activating their MyChart patient portal. The percentage of patients experiencing fast access to their health information is far higher than the national goal set by the Centers for Medicare and Medicaid Services (CMS).

A Healthy Partnership

Bringing World-Class Care to Your Neighborhood



Lili Kuzmich, UCSF genetic counselor; Vandana Sharma, MD, PhD, medical director of the Washington Cancer Genetics Program; and patient, Cora Fe Lorenzo.

Last year, Washington Hospital launched an exciting relationship with UCSF Medical Center and UCSF Benioff Children’s Hospital, two of the most respected hospitals in the country. This innovative partnership is already yielding results, bringing top-flight, academic-level medicine and health care services to our community.

In collaboration with UCSF, we opened the new Washington Special Care Nursery, where neonatal intensive care is directed by specialists from the highly ranked UCSF Benioff Children’s Hospital. The physicians team up with our own well-regarded pediatric doctors and neonatal intensive care nurses to provide extraordinary care for our youngest, at-risk patients. In addition, UCSF pediatric hospitalists are now available 24/7 in Washington Hospital’s Pediatric Unit and Emergency Department.

Through our affiliation with UCSF, we are also expanding and enhancing cardiac surgical services at Washington Hospital. The program will offer local residents a wider array of advanced surgical treatments using some of the latest technology. Highly specialized cardiac surgeons from UCSF will collaborate, share best practices and add their skills to those of talented local cardiac surgeons. Residents will have more treatment options, including a broader range of minimally invasive procedures.

In conjunction with UCSF’s Heart Transplant Program, the hospitals are working together to offer local heart failure outreach clinics as a “bridge to transplant” for heart transplant candidates in the Tri-City area.

In addition, we have begun offering outreach clinics for local residents awaiting liver transplant. Other important programs on the horizon include more genetics services and telemedicine for the Special Care Nursery.

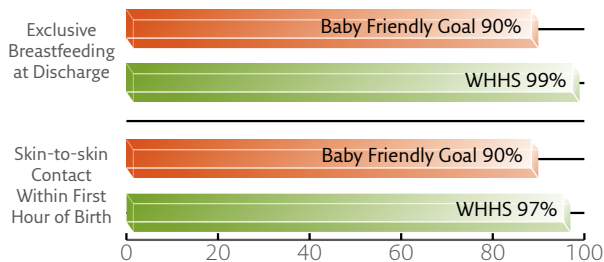
Best Start for Baby

Washington Hospital Recognized for Exceptional Care of Infants, Mothers and Families

Lactation nurse Victoria Mayer, RN, (right) talks with new mom Sukhjinder Kaur Toor about the importance of initiating skin-to-skin contact with her baby during the first 24 hours after giving birth.



Washington Hospital Exceeds Baby-Friendly Initiative Outcomes Goals for Fiscal Year 2014



The percentage of Washington Hospital moms who continue exclusive breastfeeding when they leave the hospital was higher than the goal set by the Baby-Friendly Initiative. We also exceeded the percentage of moms and babies who experience skin-to-skin contact within the first hour of birth, a proven practice to help start the breastfeeding process.

The birth of a child is one of the most memorable experiences of life. It is also an opportunity for parents and families to give babies their healthiest start. That's why Washington Hospital is proud to be a designated Baby-Friendly Hospital — one of only 200 in the U.S. and five in the Bay Area.

Being Baby-Friendly means we are dedicated to offering the highest possible level of care for infant feeding and mother-baby bonding. We provide education and support for moms and families so new mothers who wish to breastfeed their babies will be successful.

The American Academy of Pediatrics recommends exclusive breastfeeding for the first six months of life. Studies show babies who follow this regimen are less likely, as they grow up, to suffer from chronic diseases like diabetes and obesity. For mothers, breastfeeding tends to decrease the risk of breast and ovarian cancer, anemia and osteoporosis.

Ensuring that baby receives only breast milk for the first six months requires a major family commitment that begins at the moment of birth. Consistent with our philosophy of Family-Centered Care, we welcome families into our mother-baby unit and encourage mothers and babies to be together as much as possible throughout their stay.

Our Birthing Center has trained, certified lactation consultants available to teach and support moms and families about breastfeeding. The consultants continue offering their services after families return home. At the Washington Maternal Child Education Center, lactation consultants also provide education and support to breastfeeding and back-to-work moms through low-cost private visits and classes.

To learn more about the Washington Hospital Birthing Center, visit www.whhs.com/womens-health/pregnancy.

Imaging that Innovates

Interventional Radiology Non-Surgical Treatments Help More Residents Get Advanced Care Close to Home

Before he was 70, retired financial analyst Ron Hein had never been sick enough to be in a hospital. His good fortune changed radically when, over the next few years, he was diagnosed with several serious conditions. Besides heart and prostate problems, he had kidney cancer and an abdominal aortic aneurysm (AAA) — a balloon-like bulging of the aorta, the major vessel supplying blood from the heart to the rest of the body.

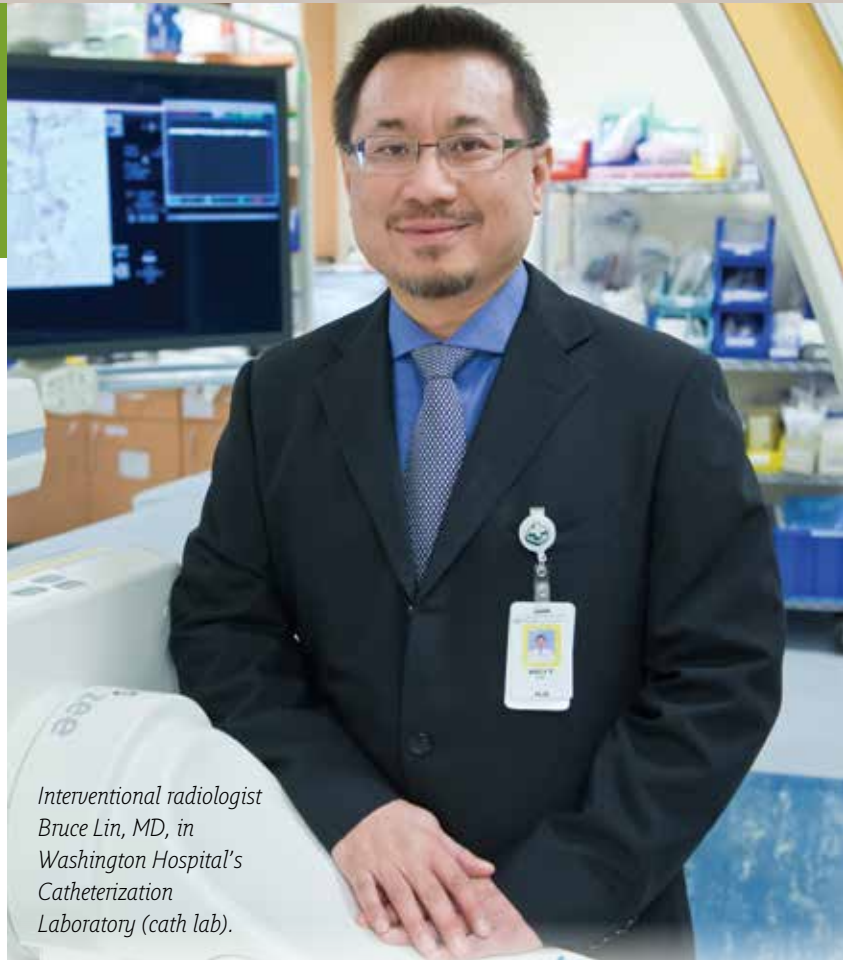
Hein was treated for these conditions where he lived in California's Central Valley. This included placement of a stent graft to repair the aneurysm. Not long after, he and his wife, Carole, moved to the Masonic Home in Union City. Hein has been a Mason for 53 years.

"Up until then, my care was pretty complicated with lots of follow-up tests, and it sometimes took months to get the results," he remembers. "Now I feel fortunate because I have very skilled and knowledgeable doctors who keep me well informed. Also, I've experienced the greater benefits of minimally invasive treatment."

Hein is a patient in Washington Hospital's Interventional Radiology (IR) Program. When he was found to have another kidney tumor, interventional radiologist Bruce Lin, M.D., destroyed the mass using thermal energy, while preserving the kidney. Dr. Lin also used IR techniques to block, or embolize, several tiny blood vessels that had begun leaking into Hein's aortic aneurysm.

"The list of conditions that can benefit from innovative IR is evolving every year," says Dr. Lin. "The IR Program brings many of these leading edge treatments to patients."

"Our IR Program has the expertise and resources to give more residents the benefit of this innovative approach without having to leave the District."



*Interventional radiologist
Bruce Lin, MD, in
Washington Hospital's
Catheterization
Laboratory (cath lab).*

INNOVATIVE TREATMENT

Started six years ago at Washington Hospital, the fast growing Interventional Radiology (IR) Program utilizes imaging guidance to carry out minimally invasive interventions for treatment of many conditions that once required open surgery. Instead, IR procedures can be performed using small tools, such as a narrow tube called a catheter, which is guided through an artery or vein to treat the source of the disease.

Some conditions treated in the IR Program now include painful compression fractures, back pain, uterine fibroids, pelvic congestion, peripheral vascular disease and blood clots in the legs and lungs. The program also provides targeted therapy of various cancers.

"Interventional Radiology allows us to target the disease accurately and effectively while giving patients the benefits of the least invasive approach possible. This means there is less impact on surrounding tissue, lower risk, less pain, and a shorter recovery than with open surgery," explains interventional radiologist Bruce Lin, MD.

Teaming Up to Fight Cancer

Doctors Collaborate to Give Women the Advanced Care They Need

A higher level of care

Washington Hospital's Gynecologic Oncology Program offers expertise and assistance to community gynecologists in providing advanced surgical care for women with cancer. Gynecologic oncologists James Lilja, MD, and Jeff Lin, MD, are the physicians in the program.

"We add an extra layer of technical ability, support and assurance to the excellent OB-Gyn physicians in the area who treat some potentially complicated conditions," says Dr. Lin. "Together with these doctors, we have created a partnership that offers a higher level of oncology care for women right here in the community."

With their training and experience, Drs. Lilja and Lin, are prepared to perform a full range of surgical procedures, including the most complex treatments, and this can help avoid the need for additional surgery. They also have experience in minimally invasive procedures, which offers a lower risk alternative to open surgery with a shorter, less painful recovery.



Gynecologic oncologists James Lilja, MD and Jeff Lin, MD.



Home after surgery to remove a soccer ball-sized ovarian tumor, Janice Vally looks forward to being able to play and dance with her four grandchildren again.

Janice Vally didn't feel good, and doctors where she used to live couldn't figure out what was wrong. She had gained weight, lost hair in some areas of her body, while her facial hair grew abnormally, and she often felt tired.

When Vally moved to this area, her new primary care physician referred her to Stacey Barrie, MD, a gynecologist with Washington Township Medical Foundation. Dr. Barrie determined she had a large ovarian tumor, most likely cancerous. To perform what could be a complicated surgery, Dr. Barrie called on James Lilja, MD, in the Gynecologic Oncology Program at Washington Hospital.

"We make every effort to get things done quickly and safely," says Dr. Lilja. "In this case, we were able to admit the patient to the Hospital and do surgery in just a few days."

During surgery, Dr. Lilja removed the tumor and performed "staging." This potentially complicated procedure requires special expertise to remove any organs or parts of organs or tissue that appear to be affected by the cancer and reconstruct certain organs, if necessary.

As Vally recovered, she felt much better. Tests showed her cancer was stage II and not far advanced. She will continue seeing the doctors for five years to watch for any recurrence.

"I was terrified when I learned about the tumor, but it turned out well," relates Vally. "I couldn't have asked for a better gynecology doctor or surgeon, and everyone at the Hospital was wonderful, especially the nurses on 6 West."

"I can only advise that, when your body tells you something is wrong, don't give up until you get a diagnosis."

Advancing Patient Outcomes

When Blood May Not be Best



Infusion Center nurse Tammy Ballantyne, RN, BS, OCN, (right) picks up blood for a patient from Lancel C. Dangca, CLS, Blood Bank lead.

Sometimes, giving a blood transfusion can save a patient's life. And, if one unit of blood is good, wouldn't two units be better? Yet studies have shown that, in some cases, giving a patient a blood transfusion may not lead to the best outcome. At Washington Hospital, our priority is to ensure that blood is provided to all patients who need it. At the same time, we continue reviewing best practices in blood utilization. Consistent with evidence-based practice guidelines from the American Association of Blood Banks, we have now adopted a policy encouraging doctors to use blood only when necessary.

"Giving patients blood can be a wonderful thing when they really need it, but no transfusion is without risk," says David Levin, MD, a pathologist at Washington Hospital. "Doctors need to take a patient's overall condition into account when deciding if a blood transfusion is the right course of action. We want to minimize the amount of transfusions we give and be sure to do it safely."



Carmencita A. Agcaoili, MD, FCCP, medical director of the Intensivist Program and medical director of Critical Care and Intermediate Care Services (left) and David Levin, MD, FCAP, FASCP, medical director of Laboratory (right) in Washington Hospital's critical care units.

Surprisingly, worries about infection are not the main reason for the new transfusion guidelines. With current technology and screening methods, the blood supply available to U.S. hospitals is considered safe, with a relatively low risk of infection.

However, there is evidence that blood transfusions can sometimes affect a patient's immune system or the way blood vessels dilate. Over the years, experts have also learned that people who are anemic can often tolerate lower levels of iron in their blood without the need for a transfusion.

Washington Hospital is working closely with its medical staff to ensure that all physicians understand and are aware

of the more restrictive transfusion strategy, which supports our commitment to the best possible patient care.

Raising the Bar on Patient Safety

Making the Smart Pump Smarter

Washington Hospital invested in smart pump technology to help ensure the safest possible process for giving medication to our patients. Our nurses have found smart pumps to be a powerful and useful technology. At the same time, we continue to look at additional best practices to find ways of making our medication administration process even safer.

“We use smart infusion pumps to alert nurses to a potential IV programming medication error,” says Medication Safety Officer Jen Huang, PharmD. “The technology has a direct impact on patient care outcomes and safety.”

In 2013, we made smart pumps even smarter by maximizing “guardrail” software utilization — a customized library of all medications prescribed at the Hospital and their safe dosing ranges. Much like a highway guardrail keeps cars from going off the road, this system helps prevent the possibility of the wrong medication or dose being administered to a patient.

The library is built and maintained by the Alaris Continuous Quality Improvement team of nurses, pharmacists and physicians. This multidisciplinary team continuously reviews the latest data to improve efficiencies and fine-tune the system.



From left to right: Kajal Sheth, PharmD, Pharmacy clinical coordinator; Ryan Dean, MSN, RN, CCRN, CCNS, Intensive Care Unit nurse; and Medication Safety Officer, Jen Huang, PharmD, review the smart pump tool that helps clinical staff prevent improper medication dosing. The technology adds another layer of safety to our Hospital's medication safety protocols.

The team oversees the continuous process of adding to and changing the lists and dosages of medications. Once entered into the system, new information can be quickly downloaded into all the Hospital's smart pumps through a Wi-Fi connection. The team also communicates frequently with nurses to ensure that they are competent and comfortable using the smart pump technology.

“At Washington Hospital, we ranked above 90 percent among all institutions with smart pump technology and are ahead of the curve in managing smart pumps to improve medication safety,” adds Huang.

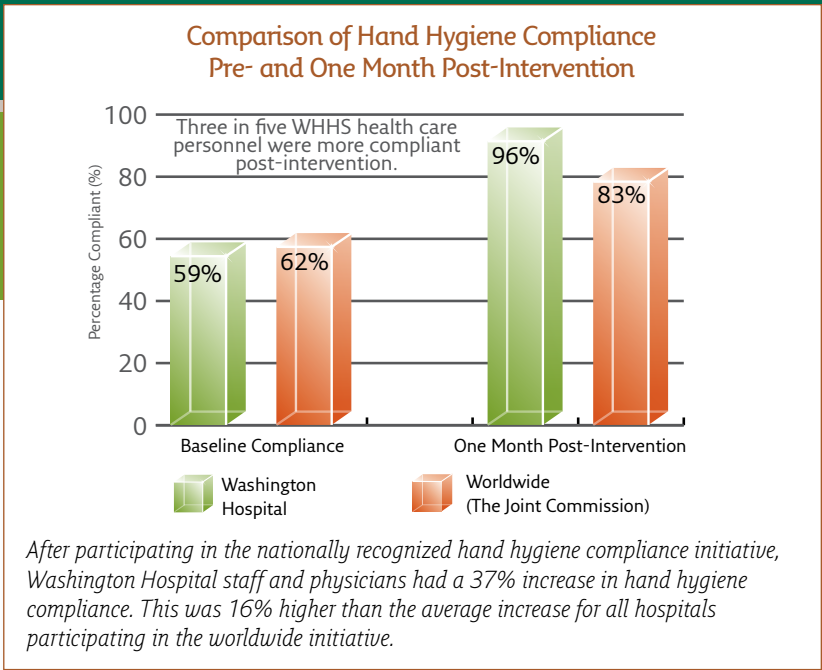
Hitting the Target With Hand Hygiene

It's no secret. Good hand hygiene is the single most important factor in preventing the spread of infection community-wide *and* in the hospital. As hospital-acquired infections continue to be a nationwide problem, Washington Hospital has taken our commitment to effective hand hygiene to a new level.

"Good hand hygiene can significantly reduce the number of infections in the Hospital," reports Mary Bowron, RN, the Hospital's senior director of Quality and Resource Management. "Consistent with our hospital-wide focus on patient safety, we are determined to achieve full compliance with the recommended hand hygiene protocol."

The protocol requires Hospital staff to cleanse their hands with alcohol-based foam, gel or soap every time they enter or leave a patient care area.

Led by a multidisciplinary team of nurses, physicians and other clinicians, our Hospital agreed to participate in a Joint Commission pilot



initiative using the nationally recognized Targeted Solutions Tool to improve hand hygiene compliance. The program guided us through a step-by-step process measuring performance, identifying barriers to excellence and directing us to proven solutions.

The pilot program hit the target at Washington Hospital. In just one month, Washington Hospital saw 16 percent greater improvement in compliance compared to nationwide hospitals.

"This new tool is really making a difference," says Bowron. "Although The Joint Commission has set a nationwide benchmark of 90 percent adherence to hand hygiene protocols, we are not going to rest until we achieve and maintain 100 percent."



From left to right: Infectious disease specialist Dianne Martin, MD; Allan Dale Timbang, RRT, Respiratory Care; Lia Estadi, RN, infection prevention nurse; Environmental Services aide, Nu Anderson; and Jose Guzman, phlebotomist, review proper disinfection procedures, another aspect of our Hospital's interdisciplinary focus on patient safety.

Teaming Up for a Safer OR

New Initiative Monitors Safety Procedures in Operating Room Environment



Moses Taghioff, MD, FAANS, FACS, medical director of Perioperative and Strategic Surgical Services (center), and OR staff, including (from left to right) Raj Narayan, ORT; Feng Gao, RN; Joe Santiago, ORT; Roberto Garcia-Feliciano, SST; Suzanne Frantz, RN; Jenine Calles; Ray Espinosa, RN.

The hospital operating room (OR) is a place where amazing procedures are performed and lives can be saved. At the same time, it is a complex environment with instrumentation and electrical equipment that can make it vulnerable to potential problems with patient safety.

At Washington Hospital, patient safety is a key aspect of our Patient First Ethic that puts patients first in every decision we make and action we take. Recently, we developed a new initiative to ensure we are doing all we can to make our ORs as safe as possible.

Creating and maintaining a safe OR environment is primarily up to the people who work there — surgeons, anesthesiologists, nurses and others. With support from our Hospital administration, we developed a multidisciplinary OR Patient Safety Committee including representatives from each of these groups. Their job is to assess the level of OR safety and identify best practices when improvement is needed.

After their assessment, the team recommended a range of evidence-based procedures to increase the effectiveness of certain safety-related processes. These include “time outs” before surgery to eliminate wrong side/wrong site surgeries, counts to check for retained foreign bodies, and a multidisciplinary, multistep process to verify accurate medication administration. Key to the initiative’s success has been the nurturing of a stronger culture of safety among everyone working in the OR.

“With this world-class initiative and the excellence of our doctors, nurses and Hospital staff, patients can be confident we are doing everything possible to ensure their safety in the OR,” says neurosurgeon Moses Taghioff, MD, medical director of Perioperative and Strategic Surgical Services and a member of the OR Patient Safety Committee.

'Amazing' Recovery

World-Class Program Offers Optimal Care for Life-Threatening Brain Conditions

When an ambulance rushed Fremont resident Charles Kiyasu to Washington Hospital's Emergency Department after he suffered a ruptured cerebral aneurysm and stroke, he may not have realized how close he was to death. Nor did he appreciate how fortunate he was to have the right advanced medical program — equal to any top-flight academic medical center in the country — here in his community.

A cerebral aneurysm is an abnormal bulge in the wall of an artery carrying blood to the brain. Sometimes, pressure causes the bulge to rupture, sending blood bursting into the natural fluid spaces inside and surrounding the brain.

"It is an immediate threat to life," explains Jeffrey Thomas, MD, a cerebrovascular neurosurgeon and medical director of the Cerebrovascular Neurosurgery Program at Washington Hospital. "Mr. Kiyasu is one of many patients we have treated who have experienced a miraculous recovery from this death-dealing condition."

As Kiyasu's surgeon, Dr. Thomas is one of only a few board-certified neurosurgeons in the country who regularly perform advanced techniques to treat complex conditions affecting the arteries of the brain. This means, patients have the optimal treatment for their individual condition and the best possible outcome.

"Three weeks after being admitted, Mr. Kiyasu went home, having made a nearly full recovery," related Jack Rose, MD, a neurointensivist who leads the Hospital's neurocritical care team.

Washington Hospital's program includes one of today's most sophisticated surgical facilities with recently completed biplane angiography technology and a fully equipped and staffed Neurointensive Care Unit.

"The care I received was amazing," said Kiyasu. "The whole time I knew I was in the right hands."



Neurointensivist Jack Rose, MD, (left) performs a visual neurologic assessment on patient Charles Kiyasu.

What is an aneurysm?

An aneurysm is an abnormal weakening in the wall of an artery, which can cause it to bulge. Arteries are vessels that carry oxygen-rich blood from the heart to various parts of the body. Most aneurysms occur in the aorta, the major artery leading from the heart. They can also appear in the brain or other parts of the body. If an aneurysm gets large, it may burst and cause dangerous bleeding or death. An aneurysm in the brain that bursts causes a stroke.

Fighting Dangerous Blood Clots

Our Campaign to Prevent and Manage a Common Threat to Patients

Washington Hospital Healthcare System's ongoing commitment to excellence in quality and safety is consistently guided by a set of goals* set by our Quality Steering Council.

Our Quality Improvement Program is committed to:

- Being data driven
- Promoting satisfaction
- Employing best practices
- Continuing value-added services
- Focusing on continuous improvement

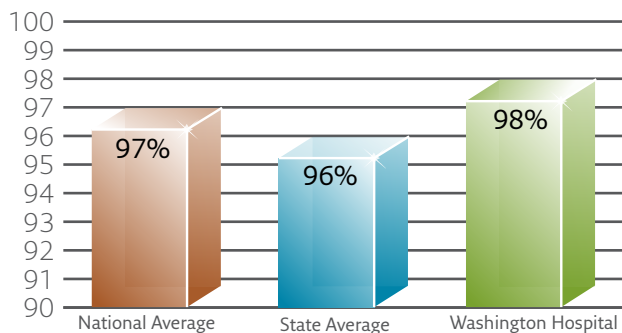
In 2013, the Centers for Medicare and Medicaid Services (CMS) added preventing, identifying and managing blood clots in hospitalized patients to its list of Core Measures used to gauge a hospital's quality of care. Patients who

have had surgery or are hospitalized have been shown to be at significantly higher risk of developing a blood clot, a potentially fatal condition also called venous thromboembolism (VTE).

Washington Hospital has devoted considerable time, effort and resources into mounting a multidisciplinary effort to prevent and manage VTEs among our patients. A dedicated nurse collaborates with nurses at the bedside to monitor patients for development of blood clots throughout their hospitalization. The nurse helps ensure that screening is performed and the appropriate treatment initiated on the day of, or day after, surgery or admission to the hospital. Patients who are treated with blood thinning medication receive education from our pharmacists and are given written information at discharge.

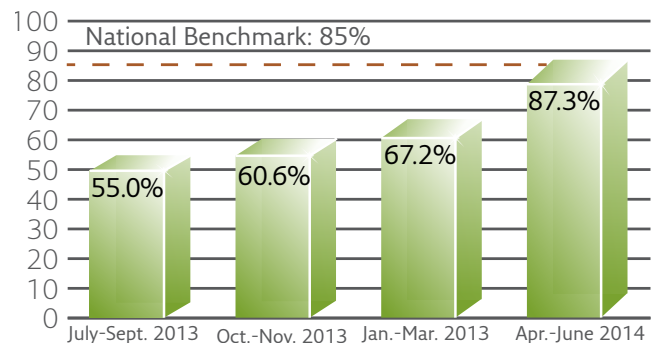
Blood Clot Prevention — Fiscal Year 2014

Patients Receiving Appropriate Blood-Thinning Medication and Checked for Bleeding Risk



Washington Hospital was better than state and national benchmarks for % of patients with VTE and on blood thinners who were checked for risk.

Patients Treated on the Day of or Day After Admission or Surgery



With the help of our electronic medical record and improved documentation, we increased the % of patients receiving timely treatment for blood clot prevention, meeting state and national benchmarks during the last quarter of FY2014.

All graphs are based on preview data for the Hospital Quality Alliance (HQA) Initiative and the Hospital Inpatient Quality Reporting (IQR) Program. (Hospital Compare Benchmark is as of Aug. 18, 2014.)

*Goals and priorities are for Fiscal Year 2013-2014.

From the Chief Nursing Officer

Washington Hospital's nurses work tirelessly to provide the highest quality care for their patients. This dedication is at the center of our Hospital's designation of Magnet® status by the American Nurses Credentialing Center.

Magnet® status is the highest level of recognition a hospital can achieve for nursing excellence. Only 6.7 percent of hospitals in the United States have earned Magnet® status and Washington Hospital is one of six hospitals in the greater Bay Area to receive this prestigious honor. A designation by the Magnet Recognition Program® means the hospital provides a superior level of health care for patients, displays innovative practices, and retains nurses who provide excellent care as part of its team. Currently, the nursing staff is applying to have Magnet® status extended for an additional four years.


At Washington Hospital, nurses place the highest priority on patient safety. As a result of nurse-driven protocols, our nurse-sensitive indicators consistently outperform national benchmarks for patient falls with injury, catheter-associated infections, and hospital-acquired pressure ulcers. Medication errors have been reduced with the implementation of bar code scanning at the point of administration to ensure accurate patient and medication selection.

Nurses work with patients, their families and caregivers to improve communication, to engage patients in their own care and to improve patient safety overall. This work is reflected in the electronic medical record in the form of a care plan. During the recent Joint Commission survey, Washington Hospital was recognized as having a best practice for implementation of electronic care plans worthy of sharing with hospitals across the country.

We also recognize the value of strong professional nursing practices, interdisciplinary teamwork and the use of new knowledge and evidence-based practices in developing and refining services. This year, nurses in the Critical Care Unit collaborated with the Food and Nutritional Services Department to give patients the best nutrition as quickly as possible as a way of improving their long-term recovery. Looking ahead, we plan to work with others on the Hospital staff to develop a Palliative Care Program, furthering our commitment to critical care and family-centered care programs.

Our nurses recognize the importance of lifelong education and professional advancement. Currently, we are working toward a goal of having 80 percent of nurses with a Bachelor of Science in Nursing (BSN) degree. Many of our nurses, including all members of the nursing management team, hold BSN degrees

The ultimate goal of nurses at Washington Hospital is to offer the best nursing care with optimal outcomes for patients and their families; we hope those efforts will be recognized by achieving Magnet redesignation.



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



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



From left to right: Brenda Brennan, MS, RN, CEN, CNS; Katie Choy, MS, RN-BC, CNS, NEA-BC; Chungmei Shih, MSN, RN, CNS, CWCN, CNS; Kathy Weinberg, MS, RN, CCNS, CCRN, CNS; and Yvonne Dobbenga-Rhodes, MS, RNC-OB, CNS, CNS-BC, CPN.

Transformation of Leadership: Clinical Nurse Specialists at the Leading Edge of Nursing

Superior nursing leadership is essential to any Magnet hospital. At Washington Hospital, we have a long tradition of valuing and supporting nurses who promote change and work in teams, while also providing leadership at the bedside. All of this contributes to the best in patient care. The Clinical Nurse Specialist (CNS) is the essence of this unique combination of strengths and qualities.

CNSs are licensed registered nurses who have earned advanced degrees in nursing. They focus on a specific patient population and practice in a wide variety of settings. At our Hospital, we have five such nurses working in Critical Care, Emergency Services, Maternal Child Health, Wound Care and Staff Development. In their departments, these nurses provide direct patient care, share their expertise with staff nurses, and collaborate to improve patient care procedures.

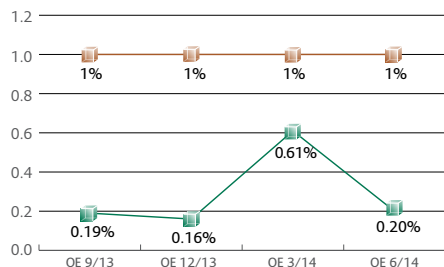
This year, among their many accomplishments, CNSs:

- Acted as knowledgeable experts in launching our advanced WeCare electronic medical records system.
- Coordinated innovative and effective quality improvement initiatives in the Birthing Center and Emergency Department.
- Worked in a range of other areas to support outstanding clinical performance by nurses and physicians throughout the Hospital and launched new services that meet the growing needs of our community.

These specially trained nurses serve as change agents and role models for other nurses as they also provide the best in patient care. They support the professional development of nurses throughout our Hospital and help keep nursing practices on the leading edge by engaging in evidence-based research. The CNSs also take part in programs to educate the public and build awareness about vital health concerns.

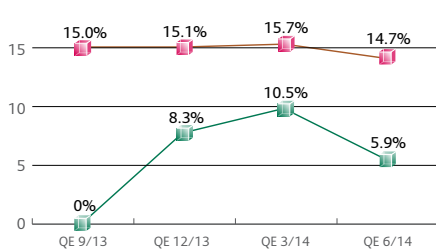
Nursing Quality: Measuring and Improving Our Performance

Hospital-wide Catheter-Associated Urinary Tract Infections Fiscal Year 2014*



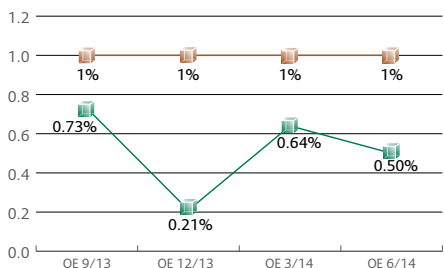
During the last fiscal year, the standardized infection ratio of catheter-associated urinary tract infections at our Hospital was better than expected (<1) and below the nationwide NHSN*** benchmark.

Restraint Use Among Critical Care Patients Fiscal Year 2014*



Over the last fiscal year, restraints were used with fewer Critical Care patients at Washington Hospital which is below the NDNQI** benchmark for similar Magnet hospitals nationwide.

Hospital-wide Central Line-Associated Bloodstream Infections Fiscal Year 2014*



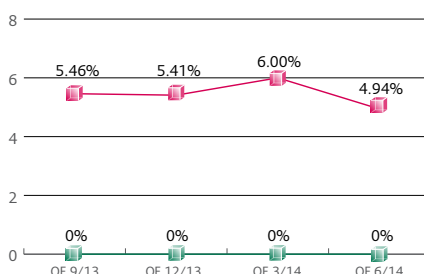
During the last fiscal year, the standardized infection ratio of central line-associated bloodstream infections at our Hospital was better than expected (<1) and below the nationwide NHSN*** benchmark.

As a Magnet-designated hospital, we identify excellence in the delivery of nursing services to patients by tracking and comparing certain nursing-sensitive indicators. Evidence has shown a hospital's performance related to these factors is directly related to the quality of its nursing care. We report our outcomes quarterly to state and national databases. This gives us the opportunity to compare our performance with 1,500 hospitals across the country and discover more ways to improve.



From left to right: Tamra Ragusa, RN, AA, NRP; Lilli Eaton, RN; Charlene Fernau, BSN, RN; Ayenat Felleke, RN; Yvonne Crum, RN; Donna Burdusis, BSN, RN, ONC; Jasmin Bernaldo, BSN, RN; and Uyen Le, BSN, RN (Med-Surg certification).

Critical Care Patients with Hospital-Acquired Pressure Ulcers Fiscal Year 2014*



No patient in critical care experienced a hospital-acquired pressure ulcer during the last fiscal year. This is below the NDNQI** benchmark for similar Magnet hospitals nationwide.

WHHS NHSN Benchmark NDNQI Benchmark

*FY 2014 = July 1, 2013–June 30, 2014

**NDNQI = National Database of Nursing Quality Indicators

***NHSN = National Healthcare Safety Network, part of the U.S. Centers for Disease Control (CDC). It is the nation's most widely used healthcare-associated infection (HAI) tracking system.



As part of the new First Dose Medication Education Program, a nursing team, including (from left to right) assistant chief nursing officer Alice Santos, BSN, RN, OCN, NE-BC; Sonia Martinez, BSN, RN; Kelly Anderson, MSN, RN, CNL; and Connie Tang, BSN, RN, observes a procedure to ensure they all follow the same protocol.

Innovation and New Knowledge: Unlocking New Doors to Quality Patient Care

At our Magnet-designated Hospital, nurses constantly seek new and better ways of opening doors to excellent patient care. Advanced technology is often the key.

For example, one of our nursing teams recently developed another innovative way to improve patient care through the power of our advanced WeCare electronic medical record system. The practice, called First Dose Medication Education, makes it easier for nurses to consistently educate and inform patients about a new medication. Our nurses support a patient's right to know all the important facts about the medications they take before they begin taking them.

Now, when a patient is prescribed a new medication, the WeCare system alerts the bedside nurse that First Dose Medication Education is needed. Once education is completed and the first dose administered, the nurse uses

the click of a mouse to document this fact in the patient's personal medical record on WeCare.

Our nurses understand it is vitally important that patients be active and knowledgeable members of their own health care team, and The Joint Commission, that accredits hospitals nationwide, agrees. In its recent survey of Washington Hospital, this leading accreditation organization named our First Dose Medication Education application a "Best Practice" and held it up as a learning opportunity for other hospitals across the country.

"First Dose Medication Education" is just one of many innovations developed by nurses at Washington Hospital. As part of our dedication to nursing excellence, we will continue bringing together nurses with specialized computer knowledge, called "informatics," and others who are patient care experts in a never-ending quest for innovation and the highest quality and safety of patient care.

Exemplary Professional Practice: An Innovative Approach to Feeding Critically Ill Patients



From left to right: Kathy Weinberg, MS, RN, CCNS, CCRN, CNF; Shiny Varghese, RN, BSN, CCRN; intensivist Omeed Azizirad, MD; Nachal Bhangal, RD; and Linda Abdelaziz, BSN, RN.

Patients who come to Washington Hospital's critical care units trust they will receive the "Right Care, Right Now." When life hangs in the balance, one of the last things they worry about is nutrition.

However, our nurses see it differently. They know making sure patients receive the correct nutrition as soon as possible improves their long-term recovery. Research shows that starting to feed patients within the first 24 hours to 48 hours in critical care and meeting their recommended nutritional goals within the first week contribute to a faster recovery, with fewer complications.

Washington Hospital nurses look to best practices to identify the optimum way to feed patients safely and efficiently. When a patient is critically ill, eating may not be possible or may be delayed for a few days. When this happens, the

nurse inserts a small tube through the patient's nose into the stomach or small bowel. An x-ray confirms the correct placement. This is called enteral feeding or tube feeding. Our nurses have improved this practice with the innovative Cortrak Enteral Access System, which does not require x-ray confirmation of feeding tube placement, so patients are exposed to less radiation.

All of this means our critical care patients can receive nutrition sooner, meeting the goals set by our registered dietitian more quickly. With the Cortrak system, the team has been able to increase the number of patients being fed in the "critical window" of the first 24 hours to 48 hours from zero percent to 60 percent. Critical care patients meeting their caloric goal within the first week has gone from 30 percent to 97 percent.

Advanced Nursing Education: Preparing Nurses for Success in the New Health Care World

Health care in the 21st century is radically different than it was just a few years ago, and it continues to evolve at a rapid pace. Despite the changes, Washington Hospital's nurses stay focused on our Patient First Ethic and providing high-quality, patient-centered care at the bedside. At the same time, with the changing health care environment, it is more important than ever that nurses continue advancing their knowledge and skills to serve their patients, community, hospital and profession.

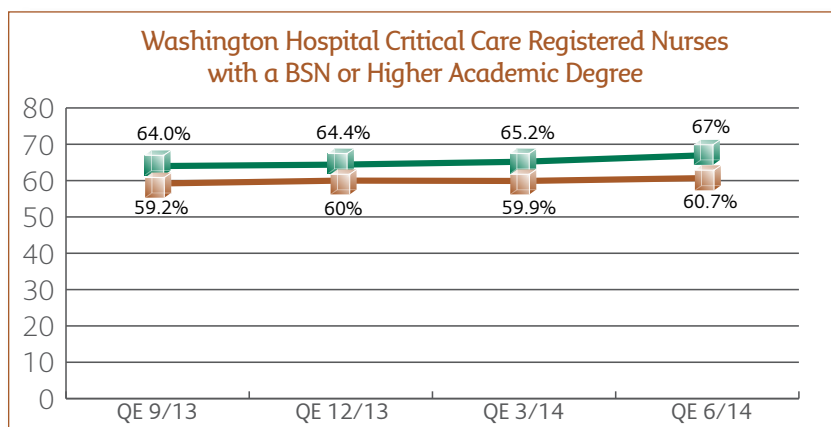
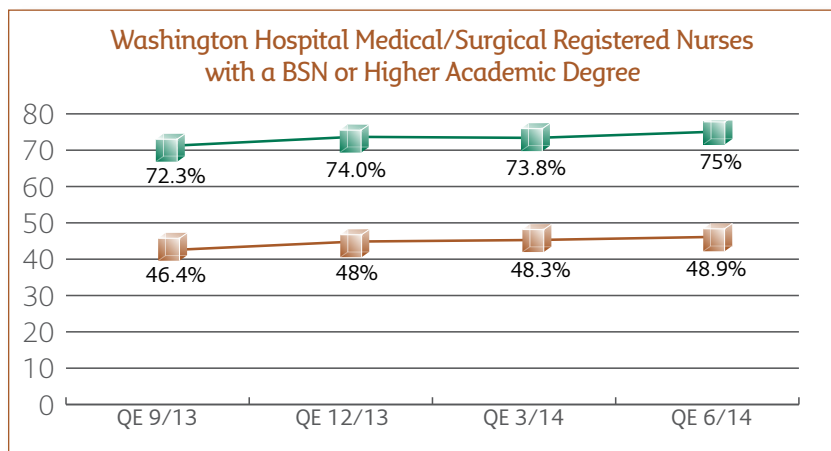


From left to right: Brian Kwan, BSN, RN; Kari Alexander, BSN, RN; Menchu Cruz, BSN, RN; and Stephanie Martinez, RN.

As a Magnet-designated Hospital, we are committed to motivating and supporting nurses to attain the highest possible levels of training, education and leadership. Nurses interested in career mobility go back to school for different role opportunities. Our goal is to enable them to master the critical competencies demanded by the new health care world and develop leadership skills. This will enable them to advance their management role within the organization and make valuable contributions to our mission of delivering high-quality patient care.

Washington Hospital is working hard to meet the Institute of Medicine's call for 80 percent of hospital nurses to hold at least a Bachelor of Science in Nursing (BSN) degree by the year 2020. It is also our objective that nurses in higher level management hold a master's degree. Currently, all members of our nursing management team hold a BSN or higher.

"Washington Hospital helped me harness my nursing knowledge and develop various roles," says Quality Coordinator Christian Rieta, RN-BC, BSN. "I believe professional development for nurses at our Hospital will ultimately lead to improved outcomes for our patients and the community."



Washington Hospital National Hospitals (NDNQI)

Nurses Display Exceptional Skills in Opening New Special Care Nursery

This year, Washington Hospital changed our neonatal intensive care services to a new Special Care Nursery in partnership with highly ranked UCSF Benioff Children’s Hospital. The nurses at our Magnet-designated Hospital played a pivotal role in helping ensure a seamless transition to this advanced new service.

“Opening the new nursery was a complex effort requiring a great deal of work from our nurses. It was a learning process, and everything had to be in place at just the right time,” says Carmen Williams, RN, director of Maternal Child Health at Washington Hospital. “Throughout, the nurses displayed leadership, professionalism, teamwork, innovative thinking and a total dedication to quality patient care.”

Nurses were involved in selecting and preparing the best nursing staff with the most appropriate skills. It was also an opportunity to encourage the advancement of qualified nursing candidates into management positions.

Other critical nursing functions included selecting the right equipment for the patient population and documenting procedures and protocols. In addition, nurses helped lead the integration of the numerous innovative functions of the Hospital’s WeCare electronic medical record system.

Many nurses displayed a keen ability to get things done in multidisciplinary teams. For example, they collaborated with Hospital Pharmacy and others to establish safe medication protocols. They also worked closely with nurses and physicians from UCSF throughout the entire process.

Over time, nurses from our main Hospital and those in the new nursery have developed ongoing supportive relationships and a free flow of information. All of this has contributed to the exceptional care and service now provided in our Special Care Nursery.

From left to right: Yick Lan Cheung, RN; Pam Bariana, RN; Fanny Ni, RN, CCRN; Lilia Barrios, RN; Cynthia Jensen, MSN, RN, CNS; Michelle L. Tostado, BSN, RN, IBCLC; Helen Cheong-Jue, BSN, RN; Trina Odani, BSN, RN; Rachael M. Kabahit, BSN, RN; Editha C. Aninao, BSN, RN, MN.



The DAISY Award — Recognizing the Best in Nursing

A unique combination of clinical skill, caring, compassion, kindness and sensitivity — those are some of the qualities that define the best nurses.

At Washington Hospital, we bestow the DAISY Award for Extraordinary Nurses to recognize and celebrate the nurses at our Hospital who represent the epitome of their profession. The nursing qualities celebrated by the award align closely with the tenets of the Magnet designation program.

The nationwide DAISY Award program was created in memory of J. Patrick Barnes who died in 1999. His family wanted to recognize and thank nurses around the country for the contributions they make to their patients' care.

Washington Hospital was nominated to participate in the program in 2005 by a patient and his family who were particularly impressed with the nursing care they had received here. Since then, Washington Hospital's DAISY Award Committee selects and honors award recipients each year, based on nominations by other staff members.

Recent DAISY Award recipients are:

2013 Cheryl Bernal, RN, MSN, 3 West Staff Nurse IV
Laine Membrido, RN, 4 West Staff Nurse

2014 Alix O'Brien, RN, 5 West Staff Nurse



DAISY Award recipients Alix O'Brien, RN, (left) and Cheryl Bernal, RN, MSN.

The nurses were recognized for service excellence, extraordinary clinical skills and the compassionate care they give their patients. Each is a classic example of Washington Hospital's Patient First Ethic.

DAISY recipients demonstrate excellence in performing a range of nursing functions,

including direct patient care and supervising other nurses. Besides dedication to their patients, they offer supportive care to their peers. The nurses have also served on Hospital committees, sharing many other skills, such as creativity, and a strong commitment to patient safety and improved patient outcomes.

Community Partnerships

Service League Teams Up With Hospital Staff to Offer a Unique Brand of Care



Among the Service League's many projects, the volunteers spend countless hours crafting quilts for the Special Care Nursery, as well as puppets, hankies and bonnets for the Birthing Center moms and babies.

The members of the Washington Hospital Service League work hand-in-hand with Hospital staff to provide the personal touch that makes an important difference in the quality of our care.

"Our range of volunteer opportunities is constantly growing and changing to meet the needs of patients, families and visitors," says Service League President Gail Tomita. "There are opportunities for anyone in our community who wants to help."

Successful new projects include:

- Special Care Nursery — stepping up the supply of hand-crafted infant clothing and blankets for "preemies" when this new service opened
- Birthing Center cart for moms — offering snacks and drinks and gifts of handmade items for baby, as well as informational materials

This year, Service League volunteers gave more than 44,000 hours of service to Washington Hospital. Other efforts included community scholarships and financial support for Hospital programs.

Foundation Nurtures Hospital's Mission with Top Hats, Golf Clubs and Angels

In 2013, Washington Hospital Healthcare Foundation raised \$292,000 at its major fundraiser, the Top Hat Dinner Dance.

Funds went to support Washington Hospital's Community Mammography Program. Event co-chairs were Vandana Sharma, MD, medical director of the Hospital's Genetics Counseling Program and Oncology Program, and Linda Gonsalves, managing partner with the Gonsalves and Kozachenko law firm.

In December 2013, the 18th Annual Trees of Angels campaign collected more than \$21,000 for local hospice care. Tree lighting ceremonies were held in Newark, Fremont and Union City, followed by the Children's Holiday Breakfast and a final tree lighting on the Washington Hospital campus.

Supporters hit the links in springtime for the 29th Annual Golf Tournament. The event earned more than \$88,000 for Washington Hospital surgical services.

"It is our pleasure and privilege to raise funds for services that support the health care needs of all our neighbors in the Tri-City area," said Carol Dutra-Vernaci, Foundation president and mayor of Union City.



Foundation volunteers helping out at the 2014 Golf Tournament (from left to right): Dr. Bernard Stewart, member of the Washington Township Health Care District Board of Directors, and wife Nancy Stewart, Joan Bobrink and Susan Johnson.

To learn more about the Washington Hospital Healthcare Foundation, visit www.whhs.com/foundation.

Growing into the Future

Expanded Services to Meet Our Community's Changing Needs



Over the last year, Washington Hospital has continued to advance Phase 2 of the voter-approved Facility Master Plan. Central to the plan is the three-story, 250,000-square-foot Morris Hyman Critical Care Pavilion housing a much larger, more advanced Emergency Department (ED) and expanded, upgraded Coronary Care Unit (CCU) and Intensive Care Unit (ICU). The construction site has been prepared, and groundbreaking is planned for February 2015.

This new building responds to the burgeoning need for emergency and critical care services in our community, which has experienced tremendous growth since the Hospital first opened. Our ED is one of the busiest in Alameda County, second only to Highland Hospital in Oakland. The new facility will have many green features and advanced medical technology designed to provide some of the best emergency and critical care services available, while reducing wait times in the much larger ED.

“Consistent with our ongoing commitment to safety and disaster preparedness, this building complies with California’s stringent seismic safety standards,” reports Robert Alfieri, the Hospital’s chief of Facilities Services. “The structure has a system called base isolation, similar to other advanced facilities being built in the Bay Area and around the world. It includes stainless steel and rubber bearings that maintain building stability and allow the building to ‘float’ during a major tremor.”

We are also ready to begin constructing a seven-story parking facility, which includes a roof-top emergency transport helipad. Located across the street from the site of the Morris Hyman Pavilion, the building will contain 649 parking spaces. Construction is scheduled to begin this year, with anticipated completion in late 2015.

2013-14 Financial Statement

BALANCE SHEET

	2014
Current Assets	\$ 106,107
Assets Limited As to Use.....	\$ 335,674
Property, Plant and Equipment.....	\$ 415,006
Other Assets.....	\$ 15,902
Deferred Outflows.....	\$ 23,403
Total Assets and Deferred Outflows	\$896,092
Current Liabilities	\$ 85,562
Long-Term Debt	\$ 412,137
Other Long-Term Liabilities	\$ 114,283
Deferred Inflows.....	\$ 15,978
Net Position	\$ 268,132
Total Liabilities, Deferred Inflows and Net Position.....	\$896,092

Hospital Statistics

Admissions	11,453
Days	57,017
Deliveries.....	1,742
Surgery Cases	4,182
ER Visits.....	51,028
Physicians on Staff.....	509

Expenditures

Salaries and Benefits	\$ 270,513
Property, Plant and Equipment	\$ 34,809
Supplies.....	\$ 56,241
Purchased Services	\$ 95,781
Other	\$ 13,619

INCOME STATEMENT

	2014
Net Patient Service Revenue	\$ 445,902
Other Revenue	\$ 11,114
Total Operating Revenue.....	\$ 457,016
Salaries and Benefits.....	\$ 270,513
Other Expenses.....	\$ 200,306
Total Operating Expenses	\$ 470,819

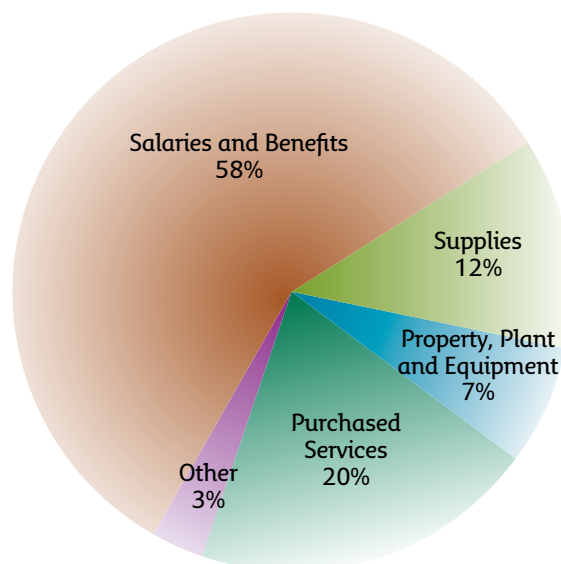
Operating Income (Loss)..... \$(13,803)

Non-Operating Revenue and Expenses

Investment Income and Realized Gain/(Loss)	\$ 3,586
Interest Expense	\$(10,542)
Other	\$ (2,255)
Unrealized Loss on Investments	\$ (541)
Property Tax Revenue	\$ 12,620
Net Income	\$ (9,853)

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 Hospital provided more than \$57 million in health care to the community's medically indigent population, \$2 million for community education and other expenses, and an additional \$135 million for the uncompensated cost of care for Medicare patients and bad debt.



*Fiscal year ending June 30, 2014
Dollar amounts represent thousands*

POSTAL CUSTOMER

Keep Yourself, Your Family and Your Community Healthy. Get a Flu Shot Today.



For information and locations, go online to www.mywtmf.com
or call (510) 248-1000.

This year and every year, getting a flu shot is the most important step you can take to protect yourself and your family against flu viruses. Being vaccinated annually is the best way to avoid getting the flu and passing it on to the ones you love or others in your community.

The U.S. Centers for Disease Control recommends everyone age 6 months or older should receive a flu vaccination, with a few exceptions. Because babies under 6 months are too young to be vaccinated, people who care for them should get the vaccination.

When a pregnant woman receives a flu shot, it protects both the mother and her baby up to 6 months old. Vaccinations also are important for health care workers and other people who live with or care for people who are at high risk.

Other steps you can take to avoid catching the flu include washing your hands often with soap and water and avoiding close contact with people who are sick.

To get your mercury-free flu vaccine, go to the Washington Urgent Care Clinic at 2500 Mowry Ave. in Fremont. Call (510) 791-2273 for more information. Or, visit one of the Washington Township Medical Foundation Primary Care clinics.



Washington Hospital Healthcare System

Printed on paper containing a minimum of 30 percent post-consumer fiber.
Health Signs is available to download and view on the Hospital website: www.whhs.com.

Health Signs is published biannually as a service to our friends and neighbors by Washington Township Health Care District. Material in Health Signs is obtained from a wide range of medical scientists and health care authorities. If you have any concerns about specific items that appear in Health Signs, please consult your personal physician regarding their effects on your individual health.

If you would like to be added to our mailing list, please write to: Health Signs Editor, Washington Hospital Healthcare System, Community Relations Department, 2000 Mowry Ave., Fremont, CA 94538-1716.

Nancy Farber, Chief Executive Officer
Gisela Hernández, Executive Editor

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