



HealthSigns



Winter 2015

2014-2015 ANNUAL REPORT EDITION



Our UCSF Affiliation

Bringing home top-level care for kids

World-class Neuroscience

Advanced care, excellent outcomes attract patients

When Nurses Speak Out

Improving support for sexual assault survivors

The Path to Leadership

Nurturing nursing excellence from the very beginning

Building for the Future

From advanced critical care to expanded parking access

Always Improving

Dedicated to value for our patients

Awards and Recognition

At Washington Hospital, we are guided by the Patient First Ethic. Our total dedication to this principle influences our vision of the future and motivates us to continuously improve all aspects of the care and service we provide. A byproduct of this commitment to excellence is the recognition we receive from other respected organizations in the health care field. We are proud to accept these awards and accolades on behalf of our patients and our community. For a complete list of awards, visit whhs.com/about/awards.

Distinguished Hospital Award™

Washington Hospital is an honored, three-year recipient of the Healthgrades Distinguished Hospital Award for consistently providing comprehensive and clinically excellent care.

Patient Safety Excellence Award™

The Healthgrades Patient Safety Excellence Award for 2015 was presented to Washington Hospital for ranking among the top 5 percent of hospitals in the nation for patient safety.

Joint Replacement Excellence Awards™

For 10 consecutive years, Washington Hospital has been a recipient of the Healthgrades Joint Replacement Excellence Award, consistently earning it a place among the top 5 percent in the nation for joint replacement as one of America's 100 Best Hospitals for Joint Replacement Surgery. In addition, Washington Hospital received a five-star designation for total hip replacement for the 13th year in a row, and total knee replacement for the 11th year in a row.

General Surgery Excellence Awards™

Healthgrades named Washington Hospital one of America's 100 Best Hospitals for General Surgery for the third consecutive year, ranking it within the top 5 percent of the nation for general surgery and earning it the esteemed General Surgery Excellence Award for the third year in a row. A five-star rating was also given to Washington Hospital by Healthgrades for its esophageal, stomach, small intestine and bowel obstruction surgeries.

Five-Star Recipient for Treatment of Stroke

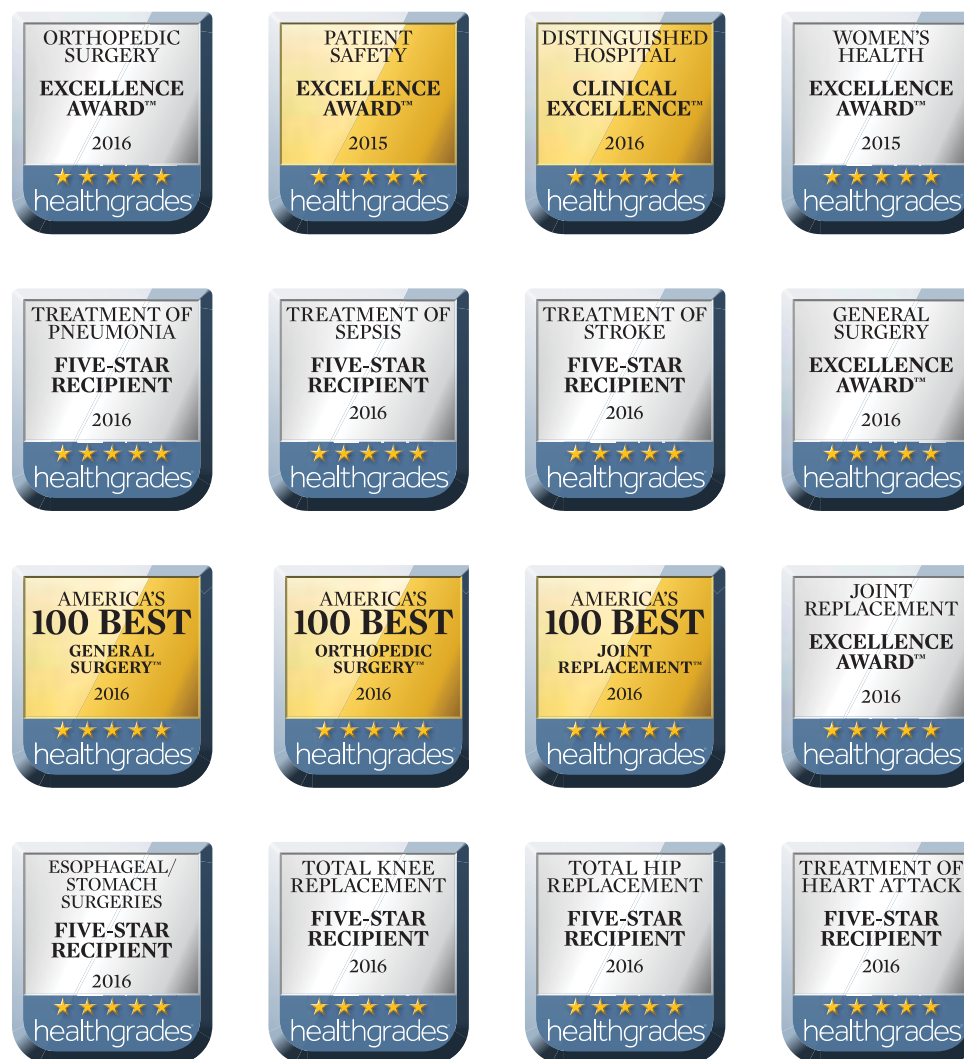
For three consecutive years, Washington Hospital has earned a five-star rating from Healthgrades for stroke treatment, the highest rating a medical center can receive from Healthgrades.

Practice Greenhealth Environmental Excellence Award

Washington Hospital has received the Practice Greenhealth Environmental Excellence 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.

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.



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

As the publicly elected governing body of Washington Hospital Healthcare System, the Board of Directors has the responsibility to guide the organization in fulfilling the health care needs of this community. We work diligently to help ensure that each patient receives care that meets today's highest standards of quality, accessibility, cost effectiveness and safety.

But, a sharp focus on what happens now is not enough. Our changing community, rapidly advancing technology, and constantly evolving health care environment demand that we also look to and prepare for the future. This means we are never satisfied with the status quo. Rather, we constantly look for ways to better serve our patients and the community, and to operate the Healthcare System more efficiently.

We are proud that our entire organization continues its ongoing journey of improvement called Lean. Through this commitment, we are preparing to meet the challenges of the future. Lean will help us provide you and your family with the quality health care services you will need for many years to come.

We are also pleased to report that the multispecialty, medical provider Washington Township Medical Foundation is fulfilling its role in offering you and your family high-quality, community-based health care. The group continues to add physicians, including specialists, to better meet your needs.

In terms of our facilities, we have achieved major advancements in phase 2 of the voter-approved Facility Master Plan. Last year we broke ground for the Morris Hyman Critical Care Pavilion, and you can now see the framing of the building when you visit the Hospital campus. Completion is expected in 2018. Construction of a seven-story parking garage is nearly finished, and the garage should be open this coming spring. (For details on our construction projects, see page 24.)

Another advancement last year was the launch of the Healthcare System's completely redesigned website. If you haven't already done so, please take a moment to visit us online at www.whhs.com. We welcome your feedback.

We encourage you to read further through this entire report to learn more about how the employees, physicians and volunteers of Washington Hospital Healthcare System are working together every day to build and continuously improve the future of health care in this community.

The Washington Township Health Care District Board of Directors



*Nancy Farber
Chief Executive Officer
Washington Hospital
Healthcare System*

At Washington Hospital, we never lose sight of our Mission as a leader in improving and maintaining the health of people in our community. In this complex and ever-changing world, we strive to deliver the highest levels of quality and safety, while constantly finding more ways to improve — all of this with an eye to the future.

For these reasons, we have continued our journey of transformation known as Lean. Now into its second year, this organization-wide commitment is not just the latest fad in quality improvement. It is a long-term discipline that improves care while controlling costs. Through Lean, we stay focused on what is of highest value to our patients. It is an essential element to the ongoing success of Washington Hospital Healthcare System. (For more about Lean, see page 25.)

This year, we launched an innovative software-based program called the Pieces™ All-Cause Readmission Reduction Solution, giving our doctors and nurses more information and evidence-based support in planning patient care. The primary goal is to reduce readmissions of patients who are at higher risk of returning to the Hospital after discharge — such as those with congestive heart failure. WeCare, our powerful electronic medical record system, is key to the effectiveness of this tool to improve quality care.

I am happy to report that due to our focused efforts, including a reduction in expenses of more than 10 percent, our Hospital is now operating in the black. Maintaining this financial position into the future will require careful fiscal practices to stay on top of many financial challenges. They include rising operational costs, change associated with Affordable Care Act requirements, and reductions in Medicare and Medi-Cal reimbursement.

None of these improvements, as well as many other initiatives contributing to higher quality patient care and safety, would be possible without the talents and dedication of the entire Washington Hospital staff, our doctors and volunteers. Every day, as they go about their work, each of these individuals is guided by our Patient First Ethic. It is what unifies us in our never-ending pursuit of ways to support and sustain the good health of the community.

Nancy Farber
Chief Executive Officer

In partnership with Washington Hospital Healthcare System's staff and administration and the Board of Directors of the Washington Township Health Care District, the physicians of the medical staff are dedicated to continuously improving the clinical care and individual experience of our patients. This requires us to have an unwavering focus on quality and safety.

Over the past year, we have continued collaborating with Hospital staff to optimize the usefulness and functionality of the WeCare electronic medical record (EMR). This sophisticated tool gives doctors fast, secure access to a patient's personal medical record from anywhere in the Healthcare System, including outpatient facilities. It enables physicians and other care providers within the System to communicate with greater speed and accuracy. As a result, care is more streamlined, and there is more consistent compliance with best practices and recommended protocols. Perhaps even more important, the EMR helps prevent errors, keeping patients as safe as possible. All of this adds up to improved clinical care.

Last year, we enthusiastically joined the Hospital in embarking on its long-term Lean journey. We are excited about this commitment, which is based on an internationally recognized, proven concept. It shares our goals of further improving patient safety and quality of care while also enhancing patients' access to care and reducing costs. Lean strengthens our focus on doing what is of highest value to our patients.

Already, many of our doctors have completed or are actively participating with Hospital staff in Lean workshops designed to make rapid, sustained improvements in a particular service or department. A key contributor to the success of these workshops is the involvement of individuals from varying disciplines and with differing viewpoints. Our physicians make an invaluable contribution to this process.

In addition to WeCare and Lean, physicians collaborate with staff and administration throughout the Healthcare System on a daily basis to offer the highest possible standard of medical care. At the same time, we continue seeking more ways to improve. For this reason, we are confident and excited about the future of accessible, high-quality health care in this community.



Kranthi Achanta, MD
Chief of Staff, 2015-2017
Washington Hospital Medical Staff



Kranthi Achanta, MD
Chief of Staff, 2015-2017
Washington Hospital Medical Staff

Our commitment to improving the experience for patients and visitors

As part of the new Patient Experience Initiative at Washington Hospital, the Patient Experience Task Force ensures that interdisciplinary teams work together to offer patients comfort and compassion. Interdisciplinary staff photographed includes, standing from left, Brenda Donegan, CNA; general dietary worker, Daniel Mendoza; environmental services aide, Nenita Regino; and Gina Cholston, RN, director of Case Management.



At Washington Hospital, we are devoted to our Patient First Ethic which guides us in putting the patient at the center of everything we do. Our designation as a Magnet® hospital adds to this commitment by shining a light on the critical role of nurses in providing quality patient care. Now, we have expanded our dedication to these principles with an enhanced program focusing the entire organization on the human experience of patients and everyone at our Hospital.

“... people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

— Maya Angelou

“The goal of this endeavor is to support the health process and improve personal interaction with caregivers and patients,” explains Patient Experience Officer Alice Santos, RN. “It is a total commitment to meeting the needs and expectations of each individual.”

We started by putting together a Patient Experience Task Force of people from throughout the organization. Members serve as the eyes and ears of the Hospital, gathering input from multiple internal and external sources. They meet monthly to determine ways to improve the experience for patients and others.

One area of focus is the Hospital's internal environment. The group is leading efforts to create more healing, comforting surroundings. They are also working to improve support for out-of-town families.

“Each person has their own story and their own reality,” explains Task Force co-chair Kimberlee Alvani, RD, who is the Hospital's director of Food and Nutrition Clinical Services. “At the end of the day, it is our job to fill every human interaction at our Hospital with as much compassion and good, old fashioned comfort as we can.”

Right at Home

Our UCSF affiliation gives children top-level care in their own community



Pediatric hospitalist, Sohil Sud, MD, MA, examines patient Natalie Bonwit as a part of the pediatric services relationship between Washington Hospital Healthcare System and UCSF Benioff Children's Hospitals.

Two years ago, Washington Hospital embarked on an exciting relationship with one of the top hospitals in the nation — UCSF Medical Center and its Benioff Children's Hospitals. Among other significant developments, the collaboration has enabled us to expand and enhance our services for children and newborns right here in the community. Together with UCSF, we provide a level of pediatric care that is rarely seen outside major academic medical institutions.

Pediatric hospitalists from UCSF are at our Hospital all day, every day to provide specialty care for sick children in the Pediatric Unit and Emergency Department.

"If a child has pneumonia or is having trouble with asthma, for example, their condition can change rapidly," explained pediatrician Sohil Sud, MD, chair of the Pediatrics Department at Washington Hospital and an assistant professor at UCSF. "Our pediatric hospitalists are in-house 24/7 to watch and manage a child's condition at a moment's notice."

In the Birthing Center, the hospitalists are available to step in if specialty care is needed for a newborn.

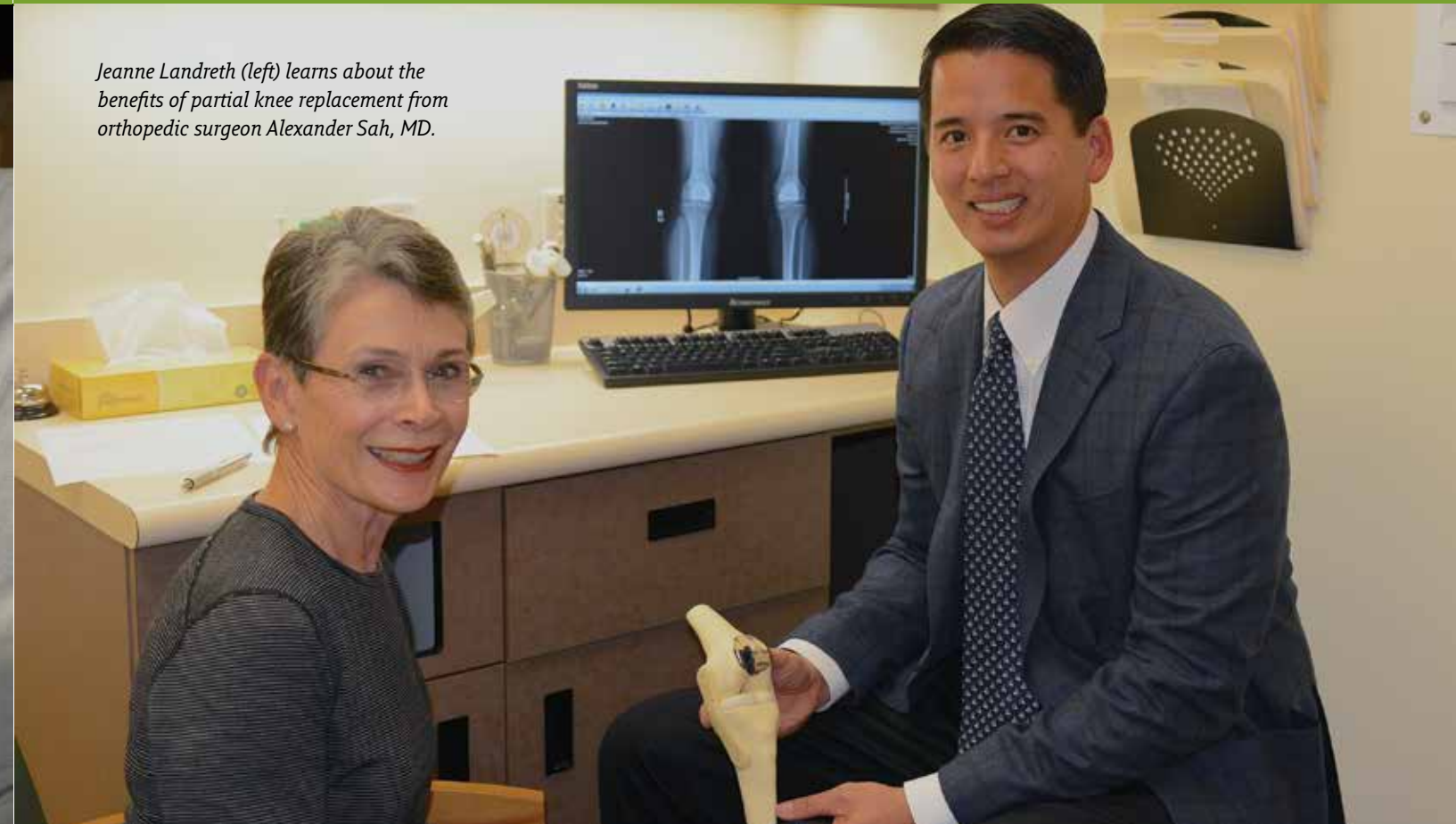
Recently, our affiliation with UCSF enabled us to expand pediatric surgical services so children can receive safe, basic surgical care — from diagnosis to treatment to follow-up — close to home. UCSF surgeons perform surgery at Washington Outpatient Surgery Center. Some uncomplicated inpatient surgeries are performed at Washington Hospital.

The doctors return each week for follow-up care at a conveniently located pediatric surgery clinic in Fremont. The pediatric hospitalists are also available to help manage a child's care, as needed. Children under 5 or those with complicated cases will be transferred to the appropriate Children's hospital for care.

For information about appointments and referrals to Washington Hospital Pediatric Surgery Clinic, visit www.whhs.com/services and click on Specialized Programs > Pediatric Surgery Clinic.

Stepping Up Recovery

Partial knee replacement surgery can mean a faster, easier recovery



Jeanne Landreth (left) learns about the benefits of partial knee replacement from orthopedic surgeon Alexander Sah, MD.

Jeanne Landreth is an active person, but the pain she had been feeling in her knees for more than 20 years was making hikes increasingly difficult. When she made the decision to do something about it, she was surprised to learn that the surgery she needed was not as extensive or difficult to recover from as she thought.

For treatment, Jeanne came to orthopedic surgeon Alexander Sah, MD, co-medical director of the Institute for Joint Restoration and Research (IJRR) at Washington Hospital, and one of the most experienced joint replacement surgeons in the Bay Area.

"Partial knee replacement can be a great option for patients with arthritis or damaged cartilage in a limited area of the joint," Dr. Sah explains. "It is especially good for people like Ms. Landreth, who is relatively young and had damage to only one part of her knee."

The procedure is less invasive, preserves more bone, and does not require removal of the knee's center ligaments, so the joint feels more like a natural knee. Dr. Sah has performed more than 250 partial knee replacements.

The surgeries on Jeanne's knees were very successful. What astonished her was how quickly she was able to get back on her feet. Both procedures, spaced two months apart, were performed early in the morning and she walked out of the Hospital by 3 p.m. the same day.

At Washington Hospital, most patients having partial knee replacement go home within the first 23 hours after surgery, so they do not have to be admitted to the Hospital. In part, this is due to enhanced pain management protocols that emphasize minimizing narcotics, and using a local injection at the surgical site, which can potentially provide multiple days of pain relief. With this approach, people have better control of their movements more quickly.

Our total focus on improvement means better, safer care for patients



At Washington Hospital, we are never happy with the status quo. We always look for ways to improve and to prevent problems affecting the care and safety of our patients. We keep track of everything we do that influences patient outcomes, applying the best, evidence-based practices to continue improving.

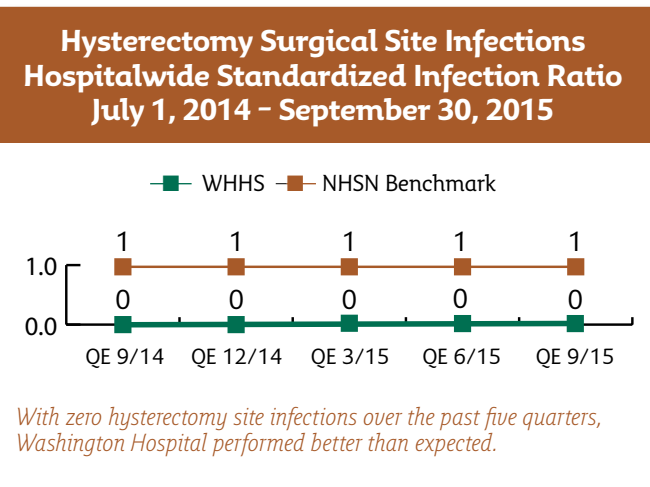
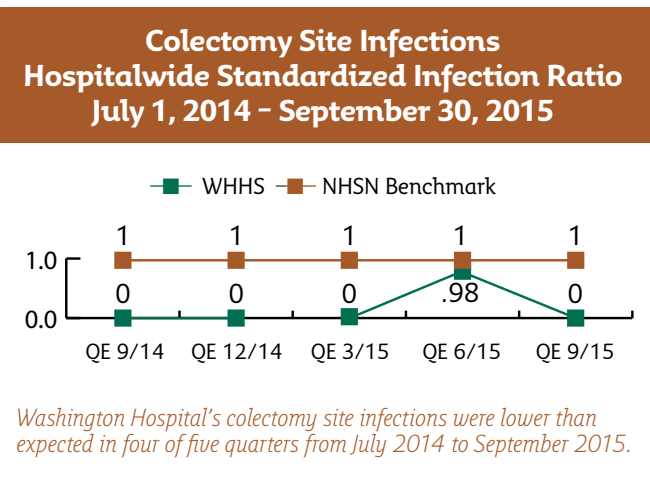
We constantly gather and analyze data about each process and identify potential challenges. Teams of nurses, doctors, Hospital leaders and other staff members research, develop and carry out interventions.

“Through vigorous surveillance and identification of evidence-based practices, we continue to make measurable and sustained improvements in patient care and safety on many fronts,” says Infectious Disease Specialist Dianne Martin, MD.

Our successful efforts to improve hand hygiene and prevent surgical site infections are examples of our data-driven, solutions-oriented approach to addressing persistent problems in patient care.

Improving hand hygiene has been a priority at our Hospital since 2003. We have pursued a variety of approaches, including internationally recognized, evidence-based methods of surveillance, analysis, training, education, process improvement and feedback. We have also collaborated with other hospitals to compare practices and apply the most effective strategies to improve hand hygiene practices.

To prevent surgical site infections, we have had an Infection Prevention Committee since 2006. It has leadership and oversight responsibility, along with experts from numerous medical disciplines and multiple Hospital departments. Some aspects of our multifaceted approach include reporting outcomes to federal oversight agencies and conducting comprehensive infection prevention rounds. We continue to research more initiatives that have proven effective in preventing infection and keeping patients safe.



NHSN = CDC's National Healthcare Safety Network is the nation's most widely used healthcare-associated infection tracking system.

Expert team beats the national benchmark for treating serious heart attack

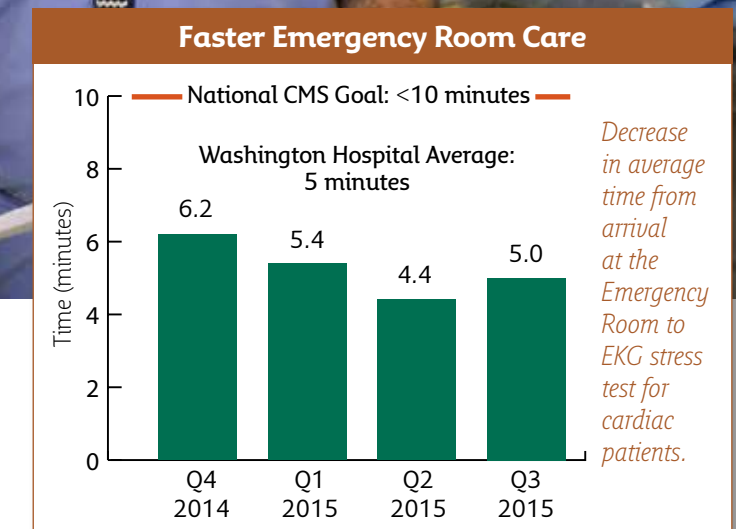
Emergency Department Nurse Carmen Hairapetian, BSN, RN, CEN, TNCC, ENCP, (left) and cardiologist Rohit Sehgal, MD, FACC, are part of a skilled team that works quickly to open clogged arteries and give STEMI patients the best chance for recovery.



STEMI — or ST-elevation myocardial infarction — is an acute blockage of an artery supplying blood to the heart. When blood flow is stopped, muscle damage begins to occur and the heart starts dying. If you suffer a STEMI, you are at great risk of death or disability...unless the artery can be opened quickly.

Washington Hospital is proud to report that our program meets the timeframe of 90 minutes for “medical contact to device” recommended by the American Heart Association (AHA). This gives STEMI patients the best chance for a good outcome and the possibility of return to a normal, functioning life.

In fact, with our Hospital's team of skilled experts and advanced technology, the average intervention time is about 60 minutes. This means we offer people in the Tri-City Area the same standard of emergency heart care as top-flight health care institutions in the Bay Area and across the country.



Also called “door to balloon time,” the AHA-recommended protocol begins when the patient has an electrocardiogram in the ambulance or Emergency Department. Under the direction of the Hospital's on-call cardiologist, the patient goes to the cardiac catheterization lab for an emergency angiography. Dye is injected through a catheter to help visualize the blocked area, and a stent is inserted to unblock the artery.

“The evidence is clear that this protocol as recommended by the AHA helps to save lives,” says cardiologist Rohit Sehgal, MD, chair of the Department of Cardiology at Washington Hospital. “We are very proud that we are able to provide such advanced care at our community hospital.”

Pushing the Neuroscience Envelope

More patients come for world-class care and excellent outcomes

Washington Hospital's Taylor McAdam Bell Neuroscience Institute continues to be on the forefront of treatment for neurological diseases and disorders with an array of leading-edge services right here in the community.

Our world-class doctors and teams of specially trained experts offer a wide range of treatments from technology-driven procedures to innovative nonsurgical techniques. We focus on highly effective, less invasive approaches, offering patients a faster, easier recovery and speedier return to a normal, functioning life.

In the Gamma Knife Program, internationally recognized specialists use the gold-standard Lexell Gamma Knife® to treat many conditions of the head and neck.

"More people from our community and throughout the region are turning to us for this highly precise, nearly painless procedure," reports neurosurgeon Sandeep Kunwar, MD, the program's co-medical director.

Our growing Cerebrovascular Neurosurgery Program to treat stroke and other serious vascular conditions is being recognized for excellent patient outcomes that rival the nation's major hospitals.

"The rare combination of advanced stroke therapies we offer, along with our emergency helipad, is attracting physicians and patients from throughout the region," says Jeffrey Thomas, MD, the program's medical director. "At the same time, local residents benefit from state-of-the-art care right in their own backyard."

The Spine Program provides a full range of treatments, from standard therapies to surgical options. Neuronavigation and spinal navigation technologies give our surgeons the power of real-time imaging to ensure that minimally invasive procedures go as planned.

For back pain and degenerative disc disease requiring a more conservative approach, we provide nonsurgical options under the direction of Physical Medicine and Rehabilitation Specialist Michael Goldin, MD.

Cerebrovascular and neurointerventional surgeon Jeffrey Thomas, MD, FACS, performs a rare combination of surgical approaches that can achieve more successful results for stroke patients.



Bridges for the Journey

Giving people resources and support to prepare for the end of life

Washington Hospital offers patients and families critical resources and support to help bridge the journey toward the end of life. Last year, we introduced a Palliative Care Program for people diagnosed with a condition likely to end in death.

While curative treatment continues, a team of health care professionals from different disciplines helps manage pain and other symptoms. The fact that the disease can still be treated while a person is on palliative care makes it different from hospice.

"People should begin receiving palliative care services as early as possible so they can get the greatest benefit," says Fr. Jeff Finley, our Hospital's Palliative Care coordinator.

Palliative care services need a physician referral. Currently, the program is limited to patients in Washington Hospital, but there are plans to continue the service after people are discharged.

Our Hospital has long been committed to telling the community about the importance of having an advance healthcare directive. This legal document specifies what actions you wish to be taken for your health if you are no longer able to make or communicate your own decisions.

Last year, with the support of our Board of Directors, we mounted a vigorous initiative to educate more people about this important document. In the summer, we distributed advance directives at Fremont's *Music in the Park* concert series. We also maintain a weekly station in the Hospital to encourage staff and the public to initiate their own directive.

We continue offering public education sessions at the Hospital and community meetings. Last year, we distributed more than 2,000 advance directives, and we expect to do the same this year.

"Every person age 18 and older should have an advance directive," states Michelle Hedding, RN, Spiritual Care coordinator. "You should also talk with your loved ones about your end-of-life wishes."

Father Jeff Finley, CPPS, Palliative Care coordinator, (left) and Michelle Hedding, MSN, RN, CNL, CHPN, Spiritual Care coordinator, are members of the Palliative Care Team at Washington Hospital.



To schedule a viewing for your group of the documentary Being Mortal, about the importance of the advance healthcare directive, contact Spiritual Care Coordinator Michelle Hedding, RN, at (510) 745-6569.

To obtain an Advance Healthcare Directive form, call Health Insurance Information Services Coordinator Kristi Caracappa at (510) 494-7005.



TRANSFORMATIONAL LEADERSHIP

From the Chief Nursing Officer

It is a great honor to lead Washington Hospital's staff of skilled, dedicated nurses and to share some of their many accomplishments in this annual report. Our nurses are among the best in the nation. Their unique qualities, coupled with our Hospital's long-standing commitment to personalized, patient-centered care, are key contributors to the excellent outcomes experienced by our patients.

As they go about their daily work of providing care, our nurses are guided by the highest standards of quality and safety. They recognize the privilege they have as nurses to serve each and every person with compassion. And, they treat each other with the same kindness and respect.

Since 2011, Washington Hospital has been proud to be a Magnet® hospital, a designation given to only a small number of hospitals. It means we have earned the highest level of recognition a hospital can receive for the quality of nursing care. Recently, we applied for Magnet re-designation. As we went through the rigorous application process, I was again reminded of our nurses' steadfast commitment to a culture of excellence and quality, which is also reflected in our Hospital's Patient First Ethic.

Over the past four years, we have found that the very experience of being a Magnet hospital has inspired our nurses to grow and develop even further while also transforming the way they provide care to patients every day. We support our nurses in their journey, giving them the resources they need to continue growing in all areas of their practice and their career.

Washington Hospital is committed to empowering nurses to take ownership and responsibility for the excellence and safety of the care they offer. We promote evidence-based practices while encouraging nurses to be creative and innovative in researching and developing new and better methods.

We also support them in learning about and embracing more advanced technologies in a continuous quest for improvement. And, we promote our nurses' professional development to expand their horizons and strengthen our commitment to offering the best possible nursing care to patients, their families and the entire community.

Our nurses are the foundation on which Washington Hospital is built.

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



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



Labor and delivery nurses Ranjini Kumar, ADN, RNC-OB; (left) Shobna Kumar, ADN, RN; (center) and clinical specialist Yvonne Dobbenga-Rhodes, MSN, RNC-OB, CNS-BC, CPN, (right) educated and supported proud mom Sunu Matthew in using the advanced new epidural smart pump for pain control during childbirth.

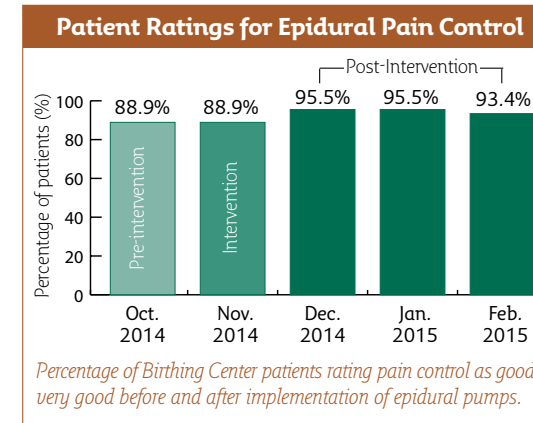
Innovation: Leading the way to better pain control

As a Magnet-designated hospital, Washington Hospital continues to serve its community with a focus on quality and innovation in care. In line with our Patient First Ethic, nurse leaders work with clinicians to make sure patients have access to the best possible care, using evidence-based practice methods. With the field of medicine constantly evolving, Washington Hospital is steadfast in ensuring care provided is at the highest standard and uses the latest advancements in technology.

At the Birthing Center, women who need additional pain relief during childbirth are given the ability to administer their own pain medication using a pain pump. This new upgrade in pain management technology ensures immediate and effective pain relief by allowing patients to take control of their care. Patient control means getting just the amount of medication needed.

Our clinical nurse specialist, Yvonne Dobbenga-Rhodes, spearheaded the project, bringing together teams of nurses, nurse

managers, pharmacists and physicians to share their expertise. After a thorough evaluation involving the clinical nurses from many units, the Hospital purchased one of the newest and most advanced "smart" pumps available in the industry.

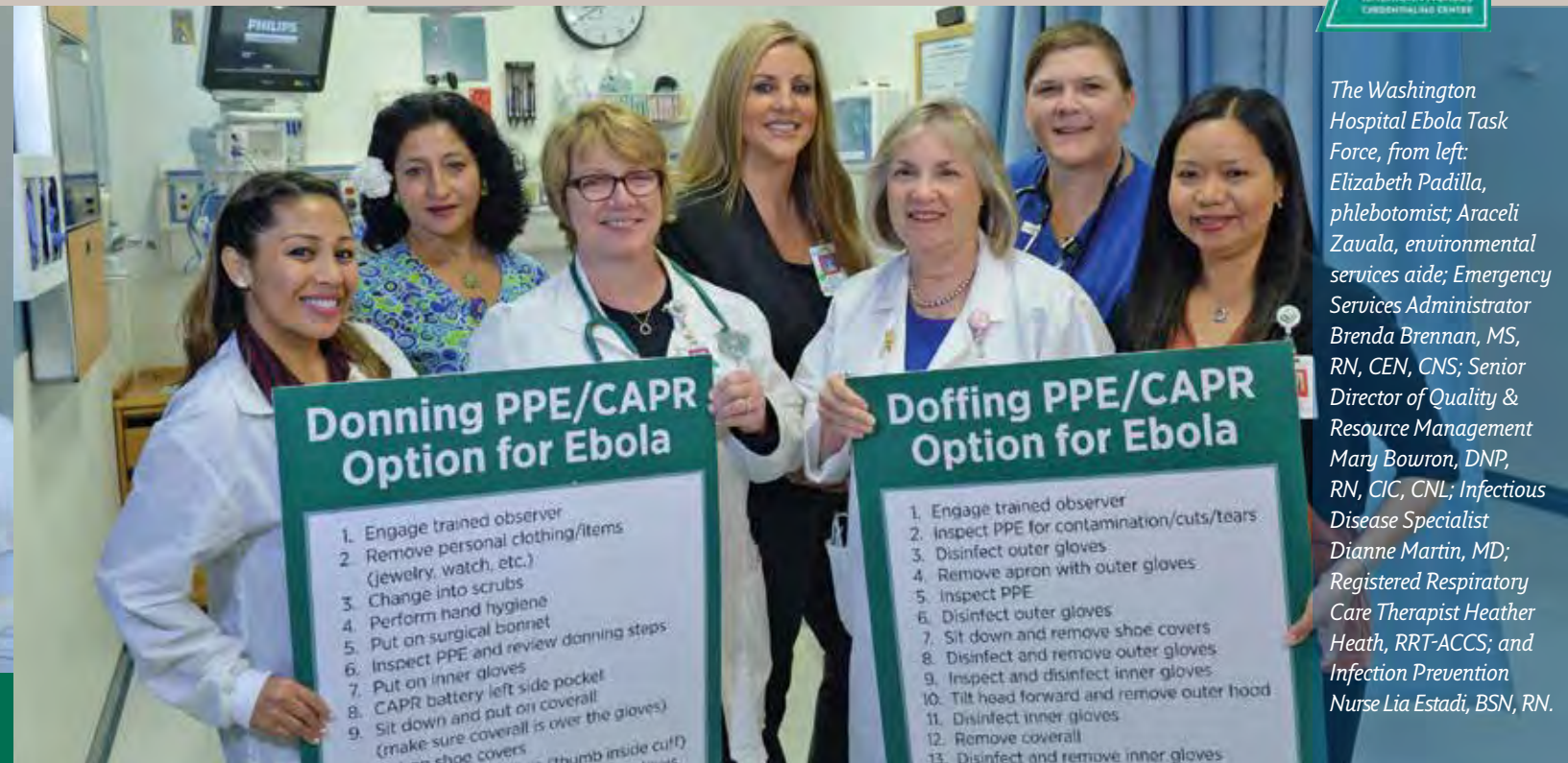


Nurses and anesthesiologists were trained in this new technology and the pumps were made available to patients in the Birthing Center. Almost immediately after implementation, Birthing Center patients reported better pain control and being highly satisfied with the excellent care received during their experience at Washington Hospital.

Today at Washington Hospital, our Birthing Center, Institute for Joint Restoration and Research and many other units use these innovative pumps to ensure excellence in care. Adopting new knowledge and the best in new technology means patients from the community are receiving the best medical treatment available. This project in the Birthing Center is one more way Washington Hospital puts the patient in the center of everything we do.



From left, WeCare nurses and Hospital superusers Carl Dorsett, ADN, MSCRN, NIH; Honey Varghese, BSN, CNRN, NIH; Stella Teodoro, BSN, RN; Christina Frahm, ADN, RN; and Shiny Varghese, BSN, CCRN, NIH.



The Washington Hospital Ebola Task Force, from left: Elizabeth Padilla, phlebotomist; Araceli Zavala, environmental services aide; Emergency Services Administrator Brenda Brennan, MS, RN, CEN, CNS; Senior Director of Quality & Resource Management Mary Bowron, DNP, RN, CIC, CNL; Infectious Disease Specialist Dianne Martin, MD; Registered Respiratory Care Therapist Heather Heath, RRT-ACCS; and Infection Prevention Nurse Lia Estadi, BSN, RN.

Connecting with Excellence: Nurses improving the discharge experience with information technology

Three years ago, Washington Hospital began the mission of integrating an electronic medical record (EMR) into our operations. This was a system-wide change requiring extensive preparation and staff training.

The new EMR, an Epic medical record, is used by most academic centers across the nation. At Washington Hospital, we call our EMR system WeCare. Critical to the success of WeCare has been the Washington Hospital nurses who are trained and certified as nurse clinical analysts. They bring their clinical expertise to develop innovative ways of using technology to refine processes and improve outcomes for patients.

Our WeCare nurses worked with Case Management to custom build and improve electronic reporting at Washington Hospital. Two such improvement efforts are the “Case Management” and the “Transition of Care” reports:

- **Case Management Reporting:** Connecting all the dots before a hospital discharge is a critical process to ensure best possible outcomes for patients after they leave the hospital. Clinicians at Washington Hospital

work hard to ensure post-discharge insurance coverage and also complete tests and clearances to achieve a quick and easy discharge process for patients. This newly built report speeds the discharge process by providing a comprehensive and efficient overview of critical patient information. By streamlining the process electronically, physicians and nurses can plan for a prompt discharge.

- **The Transition of Care Report:** The process of transferring a patient to a skilled nursing facility or rehab facility requires efficient coordination with providers beyond the Hospital walls. To ensure the timely coordination of all necessary care information, Epic nurses created a Transition of Care Report. This has facilitated a seamless transition at discharge and maintains the continuity of care between health care providers.

Washington Hospital is dedicated to quality care and excellent outcomes beyond discharge from the Hospital. As a Magnet facility, we continue to make improvements in WeCare that meet the needs of the Hospital and the community.

Transformational Leadership: Nurse leaders coordinate organization-wide response to Ebola threat

Today’s fast moving health care environment demands that Washington Hospital be prepared to respond quickly and decisively to an emergency or perceived threat. When events occur, as a Magnet hospital, we often look to our nursing leaders for vision, guidance and action.

In October 2014, the World Health Organization identified not only the largest outbreak, but the first epidemic of Ebola in history. Shortly thereafter, the first Ebola patient in the U.S. was confirmed. Prior to this first U.S. case, Washington Hospital was already taking action. To respond to the events, nurse leaders Brenda Brennan and Mary Bowron assembled the Ebola Task Force under the guidance of Infectious Disease Specialist Dianne Martin, MD. The group leveraged the expertise and capabilities of all departments, both inpatient and outpatient, to create and implement a response plan. It was a multidisciplinary approach to a serious, potential danger requiring command and control, infectious disease expertise, logistics, training and engineering support. The goal was the rapid identification of potential cases and swift response to prevent exposure to staff, patients and visitors.

The task force acted quickly and soon the following responses were put into place:

- A screening process for identifying patients with suspected Ebola symptoms.
- A rapid response team for the Emergency Department (ED) was trained.
- A sufficient quantity of CDC-approved personal protective equipment was acquired.
- Key nursing units, including the ED and Critical Care Unit, were trained to identify, triage and care for the complex needs of an Ebola patient.
- Key personnel such as physicians, environmental services personnel, respiratory therapists and lab technicians also received training.
- A full scale drill was implemented to test the response plan.

Thankfully, these extensive preparations never had to be put into action. This exercise, though, laid the foundation for the response to future infectious disease outbreaks. The community can be confident that Washington Hospital will be poised to respond to future disease outbreaks.



Members of our Sexual Assault Response Team, from left, Cori Waxdeck, BSN, RN; Monica Nguyen, ADN, RN; Noemi Gonzalves, BSN, RN, CEN; Betty Goodwin, BSN, RN, CEN; Rebecca Stange, ADN, RNC-OB; and Betty Noey, ADN, RN, CEN, led efforts to improve care for sexual assault victims.



New nursing graduates from left: Linda Ni, RN; Anne Fulton, BSN, RN; Jesse Hsiao, BSN, RN; Annie Than, BSN, RN; Yesenia Soto, BSN, RN; and Dorpet Gyamfu, BSN, RN, were mentored by nurse preceptors during a five-week orientation designed to give them the best start at our Hospital.

Exemplary Professional Practice: Nurses provide unique service to the community

Washington Hospital is committed to meeting the unique needs of the community. Since 2002 a Sexual Assault Response Team (SART) has been in place to provide care and counseling to local victims without having to leave the district. This is a victim-centered program designed to provide a team-based response to sexual assaults in our community. Washington Hospital is one of two hospitals with programs serving Alameda County. The number of sexual assault cases nearly doubled between 2013 and 2014 and remained at that level throughout 2015.

The SART program is staffed by nurses specially trained in forensic evidence collection. Evidence collection and survivor support are provided in a private suite equipped with high-tech equipment to facilitate the exam. SART nurses are committed to providing coverage 24/7 with a SART nurse available in the Hospital or on-call.

In the past year, additional nurses have gone through an extensive sexual assault response training program at the

California Clinical Forensic Medical Training Center. The additional SART nurses have increased the total number of nurses available to provide forensic exams while decreasing the number of on-call hours per nurse.

In addition to high-tech forensic exams, Washington Hospital SART nurses are proud to be involved in the collection of evidence that is submitted for rapid DNA analysis to the Alameda County Sheriff's Department. This is a high-throughput program designed to support victims and assist law enforcement investigators by rapidly processing sexual assault evidence to determine if a matching profile exists in the database. Washington Hospital's participation in this program has resulted in earlier perpetrator identification and prosecution.

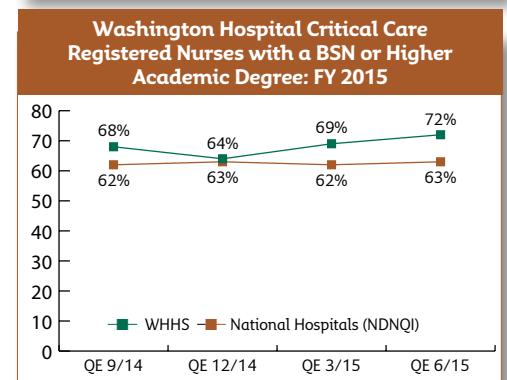
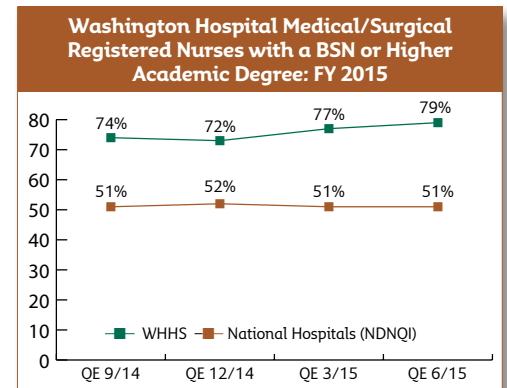
The Washington Hospital SART nurses exemplify professional practice at its highest with their commitment to the program, ongoing education and support for victims.

Structural Empowerment: Continuing to advance nursing education

Advanced nursing degrees are recognized as a hallmark of excellence in health care and contribute to a high standard of patient care. As a Magnet hospital, we are committed to having a staff of highly qualified, experienced and new-graduate nurses whose educational development is supported to help them attain professional goals.

Nurses at Washington Hospital choose to pursue higher education to help them meet the challenges of the increasingly complex health care environment. In fiscal year 2015, Washington Hospital nurses advanced and earned bachelors in nursing and higher nursing degrees at a greater level than nurses at other hospitals across the country.

Our New Graduate Training Program assists nurses in transitioning from the classroom to the hospital setting. Key to this approach is the mentoring and support provided by experienced staff nurses. After several weeks of collaborative learning and hospital training, new graduates are guided by preceptors to further advance the skills needed to excel in a clinical setting. Almost all new graduates (96 percent) at Washington Hospital have a bachelor's degree or higher in nursing, uniquely preparing them to provide a high level of patient care. Our hands-on approach has been successful as indicated by a retention rate of 73 percent since the program was established in 2008. Washington Hospital nurses who have completed the New Graduate Training Program are maturing as committed and dedicated future leaders in nursing.

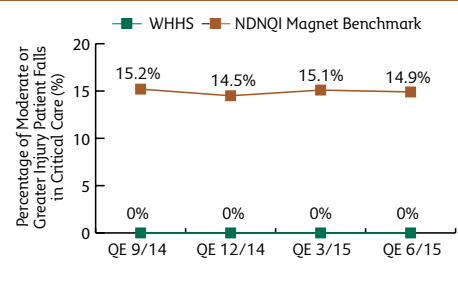


NDNQI = National Database of Nursing Quality Indicators

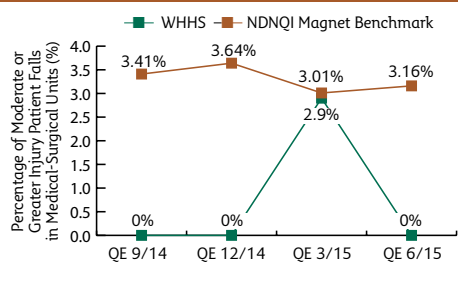


Quality Care: Nursing quality exceeds national benchmarks

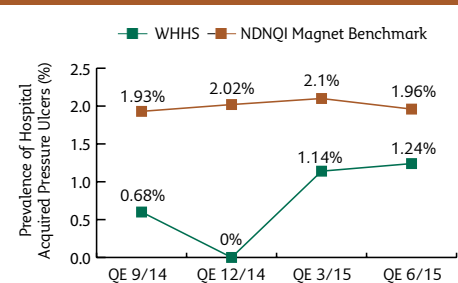
Moderate or Greater Injury Patient Falls in Critical Care Fiscal Year 2015*



Moderate or Greater Injury Patient Falls in Medical-Surgical Units Fiscal Year 2015*



Hospital-wide Prevalence of Hospital-Acquired Pressure Ulcers Fiscal Year 2015*



As part of our Patient First Ethic, Washington Hospital is dedicated to high-quality care. To measure the impact of quality nursing care on patient outcomes, we monitor key “nurse-sensitive” indicators identified by the American Nurses Association.

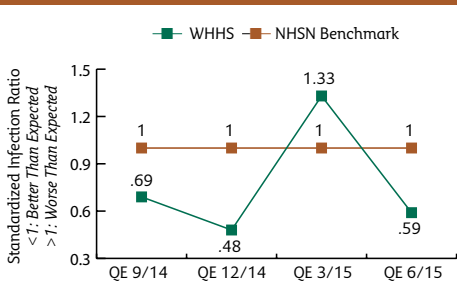
We compare our outcomes to state and national benchmarks and communicate the data regularly within the Hospital and in the community. This evidence-based approach allows us to continuously evaluate and improve the quality of care we provide.

Current data shows that we exceed the national Magnet hospital benchmarks in nurse-sensitive indicators. The metrics illustrated on this page reflect the connection between quality nursing care and patient outcomes.

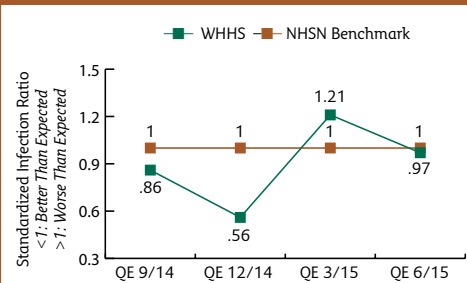


Washington Hospital nurses, from left: Kelly Anderson, MSN, RN, CLN; Connie Tang, BSN, RN; Patient Experience Officer Alice Santos, BSN, RN, OCN, NE-BC; and Sonia Martinez, BSN, RN.

Hospital-wide Catheter-Associated Urinary Tract Infections Fiscal Year 2015*



Hospital-wide Central Line Associated Bloodstream Infections Fiscal Year 2015*



*FY 2015 = July 1, 2014 - June 30, 2015

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.



Exemplary Practice: Peer recognition for nursing excellence



A unique combination of clinical skill, leadership, caring, compassion, kindness and sensitivity — these are some of the qualities that define the best nurses. At Washington Hospital, we bestow the DAISY Award to recognize and celebrate the nurses at our Hospital who represent the best in their field. It is the recommendation of their nursing peers that determines their selection for the award.

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 across the country for the contributions they make to their patients' care.

This year's recipients are:



Sin Ting “Cindy” Chan, RN, Neurosurgical Unit Staff Nurse: Cindy was recognized for leadership as charge nurse on the night shift. She oversees the care delivered for postoperative patients. Her strong commitment to quality and nursing education helps guide positive patient outcomes. She has demonstrated exemplary patient care.



Gina Malfatti, ADN, RN, Cath Lab Staff Nurse: Gina has enthusiasm for the fast-paced dynamic environment of the Cath Lab. She is passionate about the care she gives and takes pride in her profession. The staff enjoys her role as charge nurse because of her clinical skills and leadership ability.



Marita Tan “Lessie” Lim-Mendiolo, BS, RNC-OB, Birthing Center Staff Nurse: Her Birthing Center co-workers say they can always rely on Lessie's decades-long experience in obstetrical nursing. They speak of her as a charge nurse leader and expert in labor and delivery. Her compassion with patients is particularly notable.



Belinda Roy, RN, Case Manager: Belinda was recognized for her expertise in discharge planning. She helps to meet the needs of patients and families in the post-acute care transition. Her communication skills and extensive knowledge are recognized among her peers. Families love her attention to their specific needs.



Our 2015 Nurse of the Year award recipients from left: Jesiebel Tran, ADN, RN; Judy Gasior, ADN, RN; Tashan Arrivas, DIP, NVRN, SCRN; and Erna Edejer-Lacebal, BSN, CCRN, NIH.



Members of the ICU Unit-based Council of nurses from left: Cindy Wojdon, DIP, CCRN, CMC, CSC, NIH; Jocelyn Bito-Onon, BSN, RN, NIH; Kelly Franco, MSN, FNP-C, CCRN; Apollo Cayabyab, ADN, CCRN; and Erin Brooks, ADN, CCRN, NIH.

Honoring the Best: Four nurses earn ‘Nurse of the Year’ recognition

As a Magnet hospital, we hold our nurses to a very high standard. We also honor nurses who go above and beyond, providing outstanding patient care and serving as an inspiration to everyone. This is what our Nurse of the Year awards are about.

“With their skills and dedication, these nurses are the embodiment of our Hospital’s Patient First Ethic,” says Stephanie Williams, RN, chief nursing officer.

Tashan Arrivas, RN, staff nurse III in the Stroke Program. As a stroke/rapid response nurse since 2008, Tashan has become highly educated in her field, passing two stroke certifications. Besides providing excellent care for patients, she manages the Stroke Program data, which is key to its great success.

Erna Edejer-Lacebal, RN, staff nurse II in the Intensive Care Unit. On staff since 1984, Erna is now the primary

charge nurse and a leader on the night shift. With excellent nursing skills, she has numerous professional nursing certifications and is a big advocate for our Family-Centered Care Program.

Judy Gasior, RN, staff nurse II in the Institute for Joint Restoration and Research. Judy is the primary charge nurse for the Institute’s night shift. She was instrumental in converting the Institute to the electronic medical record. Besides being very knowledgeable and providing excellent patient care, she is very supportive of other nurses. Patient safety and satisfaction are her highest priorities.

Jesiebel Tran, RN, staff nurse II in the 6 West care unit. Jesiebel is a favorite of patients and fellow nurses and has mentored many new nursing graduates. With her quiet manner, she is often recognized and thanked by patients for the quality of her care.

Exemplary Practice: A collaborative approach to patient and family centered care

Washington Hospital’s nurses are skilled, compassionate caregivers. By training, nurses are scientists — researching and acting on the best evidence-based nursing practices. They are also patient advocates, able to make good decisions based on the highest standards of patient and family-centered care.

Nurses in our Intensive Care Unit (ICU) have used evidence-based improvement methods to support patients and families during their critical care stay. This process started with the Family-Centered Care Program, which looks into practices that could be adopted by the staff to improve the patient and family experience. The multidisciplinary program involves nurses, doctors, respiratory therapists and social workers.

Strategies include:

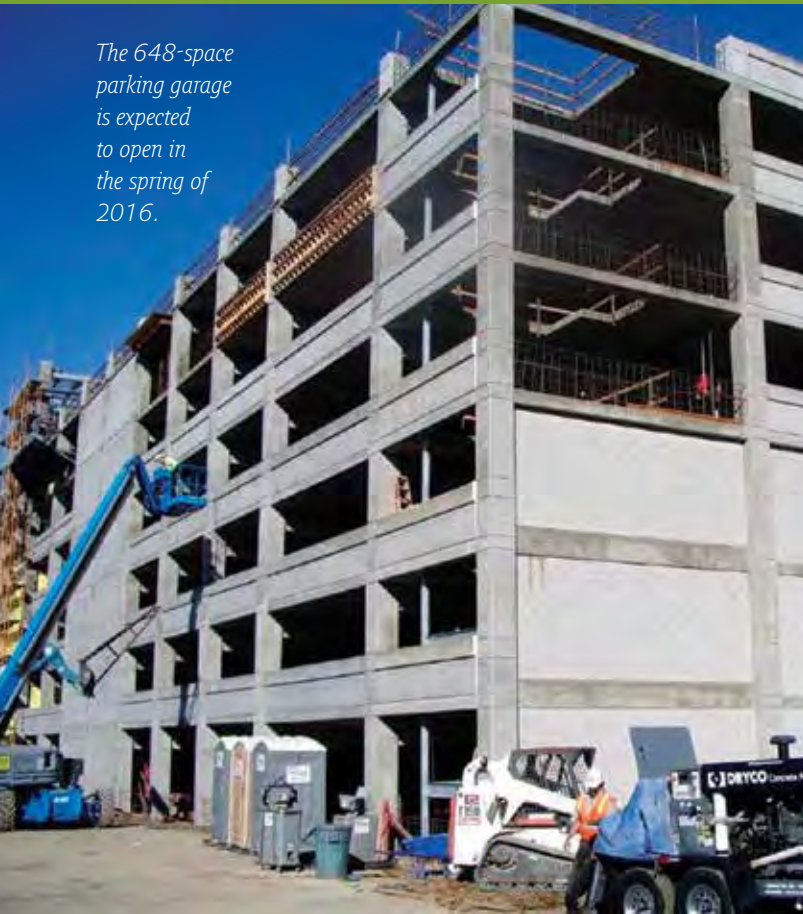
- Focusing on ‘getting to know’ the patient and family early.
- Encouraging families to journal about their experience.
- Centering on a supportive and welcoming approach.
- Collaborating with the medical-surgical units to support patients after transferring from critical care.
- An ICU charge nurse visits the patient within 24 hours of transferring to a new unit.
- The ICU nurse helps smooth the transition and makes sure continuity of care is maintained. A quick assessment might lead to interventions if the patient condition has changed.

The significant impact of our Family-Centered Care approach is reflected in an improved patient experience. With an evidence-based, personalized approach, the critical care team has created a strong connection between patients and their caregivers that extends beyond the Hospital stay.

Watch Us Grow

Expanding and upgrading to make high-quality care available in our community

The 648-space parking garage is expected to open in the spring of 2016.



Construction for the Morris Hyman Critical Care Pavilion started in February of 2015 and is expected to be complete in 2018.

Focusing on Value

How manufacturing concepts are helping transform health care quality



From left: Alix O'Brien, BSN, RN; Harpreet Dhillon, MD; and Gurinder Kaely, MS, BSN, RN, CCM, participants of the Inpatient Discharge Process Team, discuss implementing the principles of Lean to maximize efficiency and organization.

Washington Hospital is expanding to meet the needs of the local population, which has grown from 18,000 to 350,000 since opening in 1958. This last year we focused on two major areas of construction — a parking garage and the Morris Hyman Critical Care Pavilion.

“It is vitally important that we have safe, reliable, up-to-date facilities where our community can receive the most advanced care possible,” says Ed Faye, senior associate administrator.

Last February, we moved ahead with phase 2 of our Site Master Plan when more than 300 members of the community attended the groundbreaking for the Morris Hyman Critical Care Pavilion. Built with the help of voter-approved funding, the 223,000-square-foot structure is the largest public works project in the history of Washington Township Health Care District. A

sophisticated base isolation system will give the building stability during an earthquake by enabling it to “float” or move up to three feet.

Construction of the pavilion is now underway. It will house an Emergency Department (ED) four times larger than the Hospital’s current ED, a state-of-the-art Intensive Care Unit (ICU) with 20 more beds than the existing unit, and a larger, more advanced Coronary Care Unit. The building will also have space for 68 additional, all-private medical-surgical beds. Completion is anticipated in June 2018.

Construction of a seven-story, 648-space parking garage adjacent to the pavilion should be completed in April 2016. The facility will be open for staff parking to free up parking for patients and visitors around the Hospital.

For more construction updates and information, visit whhs.com and click on “About.”

Washington Hospital is dedicated to continually increasing the quality and value of the care we provide to our community. That is why we embarked on our Lean transformation journey. Lean is based on a highly recognized, proven discipline used by large manufacturing companies like Toyota Motor Corporation. It has been translated for use in the health care field.

An important part of our Hospital’s Lean journey is called Kaizen. Through this strategy, we focus on offering the highest quality of care and achieving superior satisfaction among our patients and staff. Kaizen is a Japanese term meaning “change for the better.” Toyota and other organizations have used the concept to drive waste from their systems and produce a higher quality product.

“Our primary objective is to provide superior value to our patients,” explains Ruth Traylor, the Hospital’s director of the Kaizen Promotion Office. “Ultimately, we want Lean to be part of the culture of our entire organization.”

We are applying these principles in many areas of our organization. The objective is to rapidly improve and streamline a particular process supporting higher quality care and greater satisfaction. The majority of workshop participants are staff members and physicians from different disciplines who are involved with the process in question. Once changes are made, we provide continuing education and monitor results to ensure sustained improvement.

In the Emergency Department (ED), we have used the concept to help shorten the time from patient arrival until they are roomed. In addition, improvements have been made to the process for ordering tests on ED patients, processes in Surgical Services, the inpatient care units, and the Hospital’s supply chain function. More projects are in the works.

“Lean is not just a phase, but an enduring way of thinking and doing our work,” adds Traylor. “We are committed to this concept because, whether you are a patient, a visitor, physician or a staff member, we want you to have the best possible experience and outcome at Washington Hospital.”

A History of Service

Volunteers celebrate 60 years of caring with a personal touch

The Washington Hospital Service League was founded in 1955 to raise financial support for the proposed community hospital in southern Alameda County. Now with more than 500 male and female volunteers ages 16 to 95, the grassroots organization recently celebrated its history and invaluable success at a gala 60th anniversary luncheon.

“Once Washington Hospital opened its doors in 1958, we had already raised \$15,000 — the equivalent of \$132,000 today,” reports Debbie Jackson, 2015 Service League president. “Our volunteers rolled up their sleeves and began adding their personal touch inside the Hospital as well. We haven’t stopped since.”

Since 1955, the Service League has given more than 2 million hours in volunteer services, awarded more than \$300,000 in health career scholarships, and raised more than \$2.4 million for needed Hospital equipment and programs.

To learn how you can become a member of the Washington Hospital Service League, call (510) 791-3465.



Washington Hospital Service League's current and former presidents. From left is current president Debbie Jackson and former presidents: Jeannie Yee, Louis Fernandez, Maria Teresa Artuz, Nancy Pagan, Gail Tomita, Cherie Gamardo, Joan Logan, Joann Miller, Marina Fleming, Sue Saracco, Marilyn Williams, Regina Weir, Fran Stone and Jackie Baker.



From left, Washington Hospital Service League charter member Stell Willard, Washington Hospital Healthcare System Chief Executive Officer Nancy Farber, Service League charter member Laura Pessagno and current Service League president Debbie Jackson.

Foundation approaches \$10 million mark with classic community events

Since 1982, the Washington Hospital Healthcare Foundation has contributed more than \$9.8 million to support high-quality, local health care.

In October 2015 the Foundation held its signature black-tie event, Top Hat XXIX. The gala was attended by 640 supporters and raised more than \$257,000 for the trauma rooms under construction in the Morris Hyman Critical Care Pavilion. The dinner dance was chaired by Dr. David and Laura Orenberg and Major General Garrett Yee and Maria Vera-Yee.

“The trustees of the Foundation were thrilled to raise funds for such an important life-saving service at Washington Hospital,” said Rod Silveira, Foundation president.

The Foundation’s annual golf tournament at Castlewood Country Club attracted nearly 200 golfers and raised \$82,000 for surgical equipment and technology at the Hospital. The Corporate Challenge Cup was won by the team from Fremont Bank.

The annual Trees of Angels events supporting hospice care services were hosted at the Bernardin Family McDonald’s restaurant in Fremont, Newark City Hall and city hall in Union City. With the help of generous sponsors and donors, the Foundation raised more than \$8,000 for hospice care.

The Foundation also awarded a \$168,000 grant to Washington Hospital to support a wide variety of clinical needs.



Top: The Grand Tent at Top Hat XXIX.



Bottom: Foundation volunteers at the 2015 Golf Tournament.

2014-15 Financial Statements

HOSPITAL STATISTICS

	FY 2015
Admissions	12,070
Patient Days	57,552
Deliveries	1,843
Surgery Cases	4,302
Outpatient Visits	88,537
ER Visits	54,262
Physicians on Staff	559

BALANCE SHEET (in \$000s) June 30, 2015

Current Assets	\$ 123,501
Assets Limited As to Use	332,675
Property, Plant and Equipment	428,860
Other Assets	7,859
Deferred Outflows	31,194
Total Assets and Deferred Outflows	\$924,089
Current Liabilities	\$ 102,094
Long-Term Debt	406,128
Other Long-Term Liabilities	109,404
Deferred Inflows	11,199
Net Position	295,264
Total Liabilities, Deferred Inflows and Net Position	\$924,089

INCOME STATEMENT (in \$000s) FY 2015

Net Patient Service Revenue	\$ 475,739
Other Revenue	7,143
Total Operating Revenue	\$482,882
Salaries and Benefits	248,182
Other Expenses	206,807
Total Operating Expenses	\$454,989

Operating Income

Non-Operating Revenue and Expenses (in \$000s)

Investment Income	2,615
Interest Expense	(10,709)
Other	(1,650)
Unrealized Loss on Investments	(952)
Property Tax Revenue	9,935
Net Income	\$ 27,132

EXPENDITURES (in \$000s)

Salaries and Benefits	\$ 248,182
Property, Plant and Equipment	36,344
Supplies	55,602
Purchased Services	99,785
Other	17,449

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.

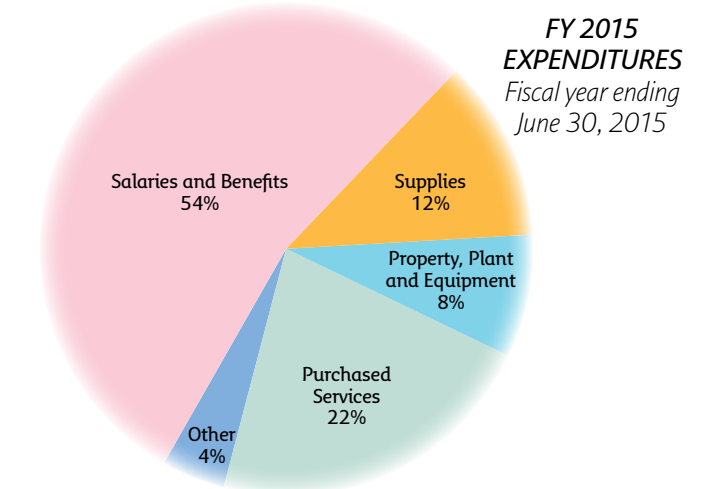
Within this scope, Washington Township Health Care District is committed to assuming the leadership role in improving and maintaining the health status of the residents by:

- 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.

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. For the fiscal year ending June 30, 2015, Washington Hospital provided uncompensated health care services with an estimated total cost of more than \$51 million to the community’s medically indigent population. Additional uncompensated health care services with an estimated total cost of more than \$105 million were provided to Medicare and Medicare HMO patients. The District also provides a myriad of health education and wellness programs that are available to the general public, and other general community support, at an estimated cost of \$2 million.



POSTAL CUSTOMER

Flu Season is Here: Get your flu shot before the flu gets you



Lucy Hernandez
practices proper
hand hygiene.

This year's flu season is well underway. If you haven't done so already, it's not too late to get your flu shot and make sure your family members get theirs too. Being vaccinated is the most important step you can take to avoid the flu virus.

"Having a flu shot is the single best way for people to protect themselves and their loved ones against flu," says Dianne Martin, MD, infectious disease specialist.

Everyone age 6 months and older should get vaccinated. If you have a condition that puts you at higher risk of having serious flu complications, it is even more important to get the shot. And, if you live with or care for a high-risk person, you need to get vaccinated to help avoid spreading the virus to them.

Another important way to prevent the spread of illness: Practice good hand hygiene. This means washing your hands often with soap and water. Remember to wet, lather, scrub, rinse and dry.

To get your mercury-free flu vaccine, go to the Washington Urgent Care Clinic at 2500 Mowry Ave. in Fremont. Call (520) 791-2273 for more information. Or, visit one of the Washington Township Medical Foundation Primary Care clinics. For information and locations, go online to www.mywtmf.com or call (510) 248-1000.

