

Fall 2019

 Washington Hospital Healthcare System

HealthSigns

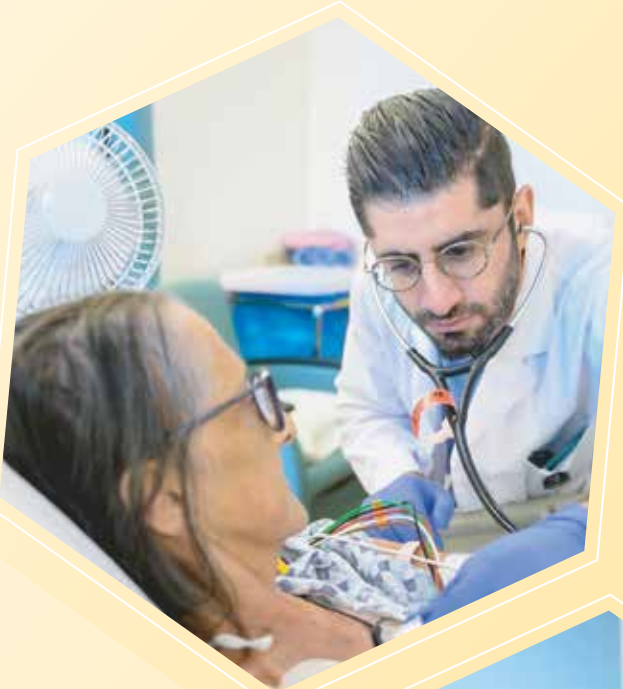


2018–2019 ANNUAL REPORT EDITION

FOCUSED ON THE PATIENT

Our Patient First Ethic drives
the way we work

See how on pages 14–15



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

The American Nurses Credentialing Center has recognized the high level of care that Washington Hospital's nurses provide to patients and families. Magnet status designation is for a four-year period. Magnet designation was initially earned in 2011, then again in 2016.

Outstanding Achievement Award for Cancer Care

Washington Hospital is the recipient of the 2018 Outstanding Achievement Award from the Commission on Cancer for cancer care. Washington Hospital is one of only 24 hospitals nationwide to receive the award and only one of five hospitals to receive it three or more award years in a row.



America's 100 Best Hospitals for Orthopedic Surgery

Washington Hospital is one of four hospitals in the Bay Area to be named one of Healthgrades America's 100 Best Hospitals for Orthopedic Surgery. Washington Hospital is the *only* hospital in the Bay Area to be named one of Healthgrades America's 100 Best Hospitals for Joint Replacement for nine years in a row.



Gold Plus Achievement Award for Stroke

The American Heart Association and American 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.



Five-Star Recipient for Treatment of Sepsis

Washington Hospital is the recipient of Healthgrades five-star rating for sepsis treatment five years in a row.



Quest for Zero Award for Emergency Care and Obstetrics

Washington Hospital has been recognized by Beta Healthcare Group for its Quest for Zero quality initiative in the Emergency Department since 2012 and Obstetrics since 2013. Quest for Zero is a risk reduction program to improve patient safety.



Practice Greenhealth Partner for Change

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



Baby-Friendly Hospital by the World Health Organization and the United Nations Children's Fund

Washington Hospital is one of few U.S. hospitals recognized for exceptional support of breastfeeding moms and babies.



Mission

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.
- Partnering with a diverse medical staff and other providers to meet the health care needs of district residents.
- Providing appropriate employee, professional and community educational resources to enhance patient care and health promotion throughout the District.

Vision

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

Resolved by the Board of Directors
Washington Township Health Care District
October 12, 2016



Kimberly Hartz
Chief Executive Officer
Washington Hospital
Healthcare System

This is an exciting time, as Washington Hospital Healthcare System ushers in a new era. The Hospital is rooted in a rich 60-year tradition of meeting the growing health care needs of this community. At the same time, we are driven to consistently improve and innovate, reaching for higher levels of quality by bringing advanced quality medical services, clinicians and technology to district residents.

One way we achieve this is through our growing strategic affiliation with UCSF Health. I have been involved in developing this relationship since its inception, and I know both organizations are mutually proud of our progress. It means our patients get the very best care available, conveniently located here in our community. This annual report includes an article highlighting all our current UCSF-affiliated programs and services. We will continue to expand our partnership moving forward.

In its first year, our state-of-the-art Morris Hyman Critical Care Pavilion has exceeded expectations through strong patient experience and improved infection prevention results. The innovative family-centered design of our critical care rooms has proven to offer a comfortable, safe, healing environment where our staff and physicians can efficiently attend to critically ill patients. We are actively assessing a regional trauma center designation for our expanded Emergency Department.

The health care landscape is ever changing, and we must remain responsive to ongoing state and federal legislative directives. One example is ensuring we meet California's seismic safety requirements by the 2030 deadline. While our new Pavilion was built to be earthquake safe, older buildings on our campus that are key to Hospital operations do not meet current standards. We are actively researching options to bring our facility into compliance by 2030 and will continue to communicate our progress as we enter phase three of our Facilities Master Plan.

In my first months as CEO, I have spent time on the Hospital's front lines with our dedicated staff members, physicians and volunteers. Together, we are working to maximize collaboration throughout the organization and further strengthen our culture of quality and safety — for our patients and everyone who works here. I am committed to the ongoing mission of maintaining our status of an independent community Hospital delivering the highest level of quality health care possible.

As we enter 2020, I am excited and confident about the future. Our Healthcare System is poised to stay on a successful course of service to our community, and commitment to the Patient First Ethic.

Kimberly Hartz
Chief Executive Officer



Prasad G. Kilaru, MD
Chief of Staff, 2019 – 2021
Washington Hospital
Medical Staff

Our commitment to the Patient First Ethic relies on a strong partnership between Hospital staff and administration, the board of directors, and the physicians of the medical staff. I am pleased to report the relationships between these groups at Washington Hospital are healthy and continue to strengthen. Together, we are focused on providing the highest level of clinical care possible within a collaborative, safe environment.

Working together is especially important as we meet the challenges of serving an expanding and diverse population, dealing with complex medical issues, within the confines of an unpredictable health care industry. We achieve this by continuously revising and improving the way we work.

We recently updated the bylaws that govern how the Washington Hospital Medical Staff operates within the Washington Hospital Healthcare System. Updating the bylaws was vital because they no longer reflected the current organization that has evolved through the expansion of the Washington Township Medical Foundation, its UCSF affiliation, physical growth of the campus and regulatory changes.

Successfully revising and earning board approval of the bylaws is one example of many ongoing collaborative initiatives that benefit the Hospital, medical staff and ultimately, our patients. Other projects include updates to physician credentialing, collaboration in the development and implementation of a disruptive patient policy, improving the physician peer review process, and joint participation in Lean workshops. All these efforts will further raise the bar of the patient experience.

We have been delighted with the smooth transition and current activities in the new Morris Hyman Critical Care Pavilion. This facility and the equipment within it are a source of pride for everyone. I am encouraged by the efficient relationship between the Hospital-contracted critical care intensivists and Emergency Department physicians who manage patient care 24/7, while collaborating seamlessly with the community physicians.

We also take great pride in our thriving UCSF affiliation and the specialty services that put Washington Hospital at the forefront of clinical excellence. Integrating academic-level physicians and surgeons with those who are community based has proven advantageous for everyone at the Hospital, especially the patients we serve.

Finally, on behalf of the entire medical staff, we are pleased to welcome Kimberly Hartz as the new CEO. During her tenure with the Hospital, Kimberly has worked closely with many members of the medical staff on the development of key programs and services. We are excited about continuing this collaborative relationship with her long into the future.

Prasad G. Kilaru, MD
Chief of Staff, 2019 – 2021



Washington Township Health Care District

Last year marked the Hospital's 60 years as a community hospital with a tradition of support from its district residents. We celebrated Washington Hospital's history of growth from a rural hospital to an award-winning health care system providing quality medical care for its residents and the greater community.

These celebrations were hosted by Nancy Farber who successfully managed the Hospital as CEO for 25 years. Several months later, Nancy announced her retirement and officially stepped down on June 30. Nancy was succeeded by Kimberly Hartz who worked closely with Nancy since 1994 in a strategic management role, overseeing many of the Hospital's key departments and programs.

Kimberly brings to the role the complete package of proven leadership, outstanding credentials, and the respect of staff members, physicians and volunteers. This was apparent during a smooth transition in her first 100 days as CEO. Kimberly spent countless hours with employees and medical staff to see firsthand how we care for patients. Internally, she is focused on maximizing collaboration, and further building a culture of safety. Externally, she is focused on further developing relationships to help ensure we remain a successful, independent, community hospital.

This past year we saw exciting growth in many specialty services, especially the UCSF – Washington Cancer Center and our Prenatal Diagnostic Center (providing advanced care to women during high-risk pregnancies). Like our other UCSF-affiliated programs, these centers bring leading physicians paired with the latest medical knowledge to Fremont. Advanced care in the areas of cancer, cardiothoracic disease, pediatrics, prenatal diagnostics, neonatal intensive care, advanced heart failure, and liver transplantation at Washington Hospital are on par with top academic medical centers around the Bay Area and the country. We will continue to expand our partnership with UCSF Health to bring excellent health care to our patients.

We invite you to read through this report to learn about the past year and what's to come. We are encouraged with strong results and reviews from the Morris Hyman Critical Care Pavilion's first year. Our Magnet® designation continues to elevate our nursing staff and services, producing impressive patient outcomes. And we are pleased to report on bond refinancing efforts by our financial department that illustrate the Hospital's diligent stewardship of the resources provided by the district that has steadfastly supported it for 61 years (see page 26).

We will confidently move ahead with strong leadership focused on continuing this Hospital's tradition of success delivering world-class health care to the Tri-City community.

The Washington Township Health Care District Board of Directors

Board of Directors

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Together, Healing is Possible



(From left) Vascular surgeons Gabriel Herscu, MD, and Sarah Michelle Wartman, MD, treat conditions resulting from abnormalities of the veins and arteries.

Local people suffering from serious medical conditions are finding they don't have to go far for limb and lifesaving care. Surgeons highly acclaimed in their specialty fields are working together in acute cases related to restricted blood flow within the body's veins and arteries to affect healing.

"Washington Hospital is on the leading edge with a cadre of specialists who can perform every type of vascular intervention from the top of the head to the tips of the toes, at the highest level," says Gabriel Herscu, MD, vascular surgeon. "It's a culture shift from being viewed as an intermediate care community hospital to a high-level medical center providing definitive care for disorders of the brain, heart and vascular system, right here in our community."

Members of this multidisciplinary vascular team include physicians from our Vascular Surgery, Interventional Radiology, Cardiothoracic Surgery and Cardiology Departments as well as the Taylor McAdam Bell Neuroscience Institute.

These groups play a key role in Washington Hospital's comprehensive vascular capabilities:

Cardiology: Our talented team of cardiologists including Rohit Sehgal, MD, and Catherine Dao, MD, are experts in diagnosing and treating all types of cardiovascular disease. They perform the latest cardiac, valvular and medical interventions to treat structural heart disease and other cardiac issues.

Cardiothoracic surgeons: UCSF cardiothoracic surgeons Ramin Beygui, MD, and Teng Chun Lee, MD, are leading experts on diseases of the heart and lungs. They work with our vascular surgeons on procedures such as correcting thoracic aortic aneurysms and dissections. Soon, they will perform the life-changing transcatheter aortic valve replacement (TAVR) procedures in Fremont instead of transferring aortic valve stenosis patients to UCSF.

Interventional Radiology: Bruce Lin, MD, and Benjamin Ge, MD, are accomplished interventional radiologists who specialize in image-guided diagnosis and treatment. They collaborate with vascular surgeons on complex cases to determine the best interventions for patients with blocked or damaged blood vessels.

Neurosurgery: Washington Hospital's Stroke Program is a comprehensive, innovative and effective center for treating stroke. Renowned neurosurgeon Jeffrey Thomas, MD, and neurointensivist Jack Rose, MD, often interact with our vascular team when treating complex cerebrovascular disease.

Experts in blood flow within the brain, heart and blood vessels, these physicians work collaboratively to treat patients with serious conditions.

(From left, front row) Cardiologist Rohit Sehgal, MD; cardiothoracic surgeon Teng Chun Lee, MD; vascular surgeon Sarah Michelle Wartman, MD; interventional radiologist Bruce Lin, MD.

(From left, back row) Vascular surgeon, Gabriel Herscu, MD; cerebrovascular neurointerventional neurosurgeon Jeffrey Thomas, MD; cardiothoracic surgeon Ramin Beygui, MD; neurointensivist Jack Rose, MD.



A LIFESAVING REFERRAL

Rose Ma rushed her 98-year-old mother, Chang Li, to the Washington Hospital Emergency Department on July 23 because her foot was discolored, cold and painful after a failed angioplasty procedure at a local facility earlier that day. Dr. Herscu and Dr. Wartman examined Chang Li upon arrival at the Hospital. This case was complex because of Chang Li's advanced age and the severe problem in the leg arteries. They immediately performed an angioplasty to restore blood flow in her leg. Subsequent procedures — a fasciotomy to relieve pressure, a toe amputation and another angioplasty — were done to save the limb. Today, Chang Li's leg is intact, and she is healing well.

"I am grateful to my podiatrist who referred me to Dr. Herscu at Washington Hospital to treat my mother's emergency," says Ma. "I cannot thank these amazing doctors enough for saving my mother's life and her leg. Without their expertise, compassion and ongoing care, my mother would not have survived."

Dr. Herscu and his colleague Sarah Michelle Wartman, MD, are board certified in general and vascular surgery. They address all vascular conditions — or abnormalities of veins and arteries — outside the brain and heart. There are numerous vascular disorders including thoracic and abdominal aortic aneurysms and dissections (weakened areas in the aorta), deep vein thrombosis (blood clot in deep veins), and peripheral arterial disease (plaque buildup in vessels). These vascular specialists have a successful record treating nonhealing wounds, usually in the legs, caused by blockages in blood vessels often due to diabetes. They also lead a critical limb team, which gathers multispecialty doctors and ancillary specialists to patients' bedsides to strategize and enact plans for salvage of severely diseased limbs that would otherwise be amputated.

Physicians use a variety of clot-busting medicines and interventions to address blocked or weakened veins or arteries. Minimally invasive, image-guided, endovascular procedures such as angioplasty or stents are used to open vessels so blood can flow. With current technology, open surgery is often not needed to restore blood flow.

"In acute cases, we pull together expert colleagues from other disciplines for a case conference to discuss best approaches to treat the disease while decreasing risks to the patient," says Dr. Herscu. "We often perform the surgery or endovascular procedure together with our peers from other specialties." Thoracic endovascular aortic aneurysm repair (TEVAR) is one example of procedures performed by our vascular surgeons in collaboration with other specialists.

Vascular disease is usually a long-term condition, and patients sometimes visit numerous specialists without relief before they come

to Washington Hospital. Dr. Herscu explains, "We see patients who have visited many caregivers without results. By working in cooperation with colleagues to integrate our care using new technologies and protocols, we can ensure our patients have better outcomes, faster healing and a viable plan for continuous care. Our unmatched array of specialists combined with extraordinary support from the Hospital has created a very powerful program."

One family's journey through a high-risk pregnancy and birth



New mother Danielle Blair experienced a challenging pregnancy and baby Amelia had a rough start. They relied on Washington Hospital's expert OB-GYNs, Prenatal Diagnostic Center, Special Care Nursery and caring nurses, who Danielle says became like "sisters" to her.

Becoming a parent is an exciting time that brings many decisions, like where to deliver your baby. While new parents hope their pregnancy and birth will go smoothly, it is important to consider there could be complications. This was the case for Danielle and Josh Blair. Washington Hospital was the right choice for these first-time parents who relied on our full range of services and collaborative care for a positive outcome to their high-risk pregnancy and birth.

"Everything seemed normal when I came in for my first appointment with Dr. Mansouri at six weeks of pregnancy, but at 19 weeks I started having contractions," says Danielle. "From that point on, the Hospital staff was great about scheduling my countless appointments, calling to check on me regularly, helping arrange my medical leave from work and answering all my questions during this traumatic time."

Our childbirth and family services collaborate to ensure a seamless experience for families, whether all goes as planned or specialized care is needed for mother or baby.

Birth Center — Features 22 large, private birthing suites where babies "room in" with their mothers 24/7. Pullout beds offer a comfortable place for fathers. Washington Hospital has a Baby-Friendly designation which means we provide guidance and support for breastfeeding and skin-to-skin bonding to give babies their best possible start.

Maternal Child Education Center — Offers a full range of free and low-cost prenatal and postpartum classes and other educational resources for expectant parents. Lactation consultants are available to support breastfeeding mothers through classes and private appointments.

Prenatal Diagnostic Center (PDC) — Through our partnership with UCSF Health, the Washington PDC provides state-of-the-art counseling, screening and diagnostic testing for fetal or maternal disorders.

Special Care Nursery — A level II nursery providing advanced neonatal intensive care for sick or premature infants 32 weeks and older. Babies are cared for by experienced neonatologists from UCSF Benioff Children's Hospital who practice alongside UCSF pediatricians and our own neonatology nurses.

For more information on our pregnancy or birthing services, to schedule a tour of the Birthing Center, or for a list of our childbirth and parenting classes, contact us:

Washington Maternal Child Education Center
2500 Mowry Ave., suite 215B, Fremont

Go online: www.whhs.com/childbirth

Call: 510.818.5040

Email: MaternalChildEducation@whhs.com

Danielle had a condition called shortened cervix that often leads to preterm birth. Over a period of 14 weeks, she made numerous visits to Washington Township Medical Foundation's Women's Health Specialists (OB-GYN) and the Washington Prenatal Diagnostic Center for testing and monitoring. She was admitted to the Hospital several times for preterm labor, but doctors helped her hold off delivering, so the baby could continue to develop. At 25 weeks into the pregnancy, contractions were accelerating, and a critically premature birth seemed imminent. Danielle was transferred by ambulance to our affiliate, UCSF Medical Center, where again the delivery was successfully delayed.

Between her appointments and hospital stays, Danielle and Josh toured the Birthing Center and took a parenting class at the Maternal Child Education center. "Our teacher of the 'Becoming New Parents' workshop was excellent, and it was good to be with other expectant parents to share our concerns and support with each other," says Danielle.

Early one May morning, the Blairs rushed to Washington Hospital and this time the baby came — a girl they named Amelia. At seven weeks premature, Amelia was admitted to our Special Care Nursery with respiratory issues. She needed to be on a heart monitor until she was strong enough to go home two weeks later.

"Coordinating care for high-risk patients like Mrs. Blair requires collaborative teamwork across several departments at the Hospital," says OB-GYN Jelrisa Mansouri, MD. "Here, more than any other place I've practiced, the nurses, physicians and staff rally around our expectant mothers to provide comprehensive, compassionate care."

Today, baby Amelia is strong and healthy, and the Blair family is thankful as they reflect on their experience. "I felt like part of the family at Washington Hospital, not just a patient," Danielle says. "Some weeks I called with questions or came for appointments every single day, but I never felt like I was bothering them. Everyone was patient and understanding, and truly cared about me and our baby."



Baby Amelia was born seven weeks premature and spent two weeks in our Special Care Nursery before she was able to go home. Now, at 5 months old, she is happy, healthy and thriving.

Best Breast Health Standards



Mammography technologist Balbinder Thiara, CRT, is part of our diagnostic breast health team at Washington Women's Center.

Most of us have been touched in some way by breast cancer. Tri-City residents can take comfort knowing Washington Women's Center is home to a nationally accredited program, providing the highest level of quality breast care.

Ten years ago, Washington Hospital was the first in Northern California and third in the state to receive accreditation for our Breast Health Program from the National Accreditation Program for Breast Centers (NAPBC), a designation administered by the American College of Surgeons. We have maintained this prestigious status ever since.

"We are proud of our NAPBC accreditation because it shows our commitment to meeting the highest standards of care for our patients," says William Dugoni, MD, general surgeon and medical director

of Washington Women's Center. "This includes our advanced diagnostics, nurse navigators to help patients coordinate all aspects of their care, a multidisciplinary team of physicians using the latest approaches to cancer treatment, data collection showing continuous improvement in our processes, and comprehensive breast cancer education and support services for our patients and community."

A Breast Health Committee made up of medical and radiation oncologists, surgeons, pathologists, radiologists, pharmacists, nurse administrators, social workers, and staff representing our Quality Department and cancer registry meets quarterly to review the program and recent results.

Time is of the essence once a breast cancer diagnosis is made. Our dedicated nurse navigators work with the patient and her referring physician to ensure quick access to the best possible treatment and support services. Nurse navigators also provide counseling and education, empowering patients to make informed decisions about their treatment.

As part of our accreditation, we track nationally recognized quality performance measures such as the average time it takes patients to go through their care plan. The most recent results show our Breast Health Program performed better in all quality standard areas than other programs in California and the country. In 2017 our median days from diagnostic mammogram to confirmed diagnosis was eight days, which lowered to seven days in 2018. Median days from confirmed diagnosis to initial treatment was 35 in 2017, which reduced to 32 days in 2018. Shortening the time between diagnosis and treatment is crucial because it means our patients can begin lifesaving treatments sooner.

"Each patient's situation is unique, so at Washington Women's Center we use a team approach to provide care for the entire individual — not just treatment of her breast cancer," says Dr. Dugoni.

A Healing Environment

Our new Morris Hyman Critical Care Pavilion was designed to be a safe, comfortable place for critically ill patients and their families to focus on healing. This state-of-the-art health care facility has delivered on that promise through strong patient satisfaction and clinical results since it opened last November.

The first thing most patients notice about the modern Pavilion is the spacious private rooms with floor-to-ceiling windows and outdoor terraces. In addition to comfort, these design elements have a purpose. Evidence shows exposure to natural light reduces depression, alleviates pain, and improves sleep and circadian rhythms among patients, which all support the healing process.

Internal research comparing data from Washington Hospital's former critical care facility to the Pavilion show significant improvements in our new environment. Patient satisfaction levels were up, and the prevalence of delirium was down 4.8 percent per assessment when comparing data from eight months before the Pavilion opened to eight months after. Delirium is a common condition that affects critically ill hospitalized patients, especially those under sedation or on a ventilator.



Critical care nurse Vikram S. Kehal, BSN, RN, attends to a patient in one of our new Pavilion rooms featuring floor-to-ceiling windows for healing, natural light.

"The Pavilion's larger private patient rooms, efficient nursing stations and accessible outdoor gardens enable us to provide an enhanced healing environment of care for our patients," says Carmencita Agcaoili, MD, medical director of critical care. "Now family members can stay to help support and comfort their loved one day or night, which benefits the patient. We empower the family to participate in the care plan and become an extension of our team."

Our ability to control the spread of infection has also improved in the Pavilion. Data shows there have been fewer central line-associated blood stream infections, catheter-associated urinary tract infections, ventilator-associated events and *C. difficile* bacterial infections.

The number of patients is up in the new building. We've cared for more people in critical care and treated more patients in our advanced new Emergency Department than during the same periods last year.



(Far left) Lilian Andalis was the first patient to spend time in our Pavilion's outdoor garden. She was joined by (from left) physical therapist Shannon Bergeland, DPT, PT; and critical care nurse Heather Jackson, RN.

Partnership With a Purpose



(From left) Trina Odani, RN; UCSF neonatologist Nahid Rostami, MD; Lilia Barrios, RN; and UCSF pediatrician Katherine Caldwell, MD, work together caring for our youngest patients in the Special Care Nursery.

Washington Hospital's strategic alliance with UCSF Health began in 2013 and continues to expand today, bringing world-class physicians, technology and programs to Tri-City Area residents.

"I am extremely proud of the partnership we have developed with UCSF Health because it gives our patients a direct link to the latest innovations in medical treatment and technology in the convenience of their community," says Washington Hospital Healthcare System CEO Kimberly Hartz, who has been an integral part of the strategic effort to establish and grow the relationship.

Our Prenatal Diagnostic Center connects Washington Hospital's high-risk pregnant women to UCSF's leading experts on the forefront of maternal fetal medicine. And the first patients of the UCSF - Washington Cancer Center have entered into promising, groundbreaking clinical trials.

These current UCSF-affiliated offerings give district residents the highest quality academic-level health care available, right here in Fremont:

Advanced Heart Failure Clinic - Makes the internationally recognized UCSF Advanced Heart Failure Evaluation and Therapies Program available locally to our patients.

Cancer Center - Led by UCSF medical oncologists and hematologists Bogdan Eftimie, MD, and David J. Lee, MD, the UCSF - Washington Cancer Center joins UCSF Health, California's highest-ranked cancer center, with Washington Hospital's award-winning cancer services.

Cancer Genetics Program - Gives local access to the largest, most comprehensive center of its kind in Northern California, providing genetic testing to those with a family history of cancer.

Cardiothoracic Surgical Services - Full range of advanced cardiothoracic surgical care led by board-certified UCSF cardiothoracic surgeons Ramin Beygui, MD, and Teng Chun Lee, MD.

Liver Transplant Clinic - One of the nation's leading centers for pediatric and adult liver transplants, the clinic is held in Fremont the fourth Friday of each month.

Prenatal Diagnostic Center - Led by UCSF maternal fetal specialist Jacquelyn Chyu, MD, this state-of-the art center provides comprehensive counseling, screening and diagnostic testing for fetal disorders.

Special Care Nursery - UCSF neonatologists care for infants with special needs in our 11-bed intermediate intensive care nursery, which is steps away from Washington Hospital's Birthing Center.

Pediatric Hospitalists Program - Pediatricians from UCSF Benioff Children's Hospital provide general pediatric care for our young Hospital patients.

UCSF Specialty Care Clinic - Offers specialized outpatient pediatric care such as cardiology, gastroenterology, high-risk infant follow-up, neurology, surgery and urology to local children at a UCSF Benioff Children's Hospital clinic on the Washington Hospital campus.

A Neurosurgery Leader

Alaska, Hawaii, Hong Kong, New Mexico — people have traveled from all over the world to receive treatment for pituitary disorders at Washington Hospital's Taylor McAdam Bell Neuroscience Institute.

Sandeep Kunwar, MD, neurosurgeon and medical director of the Institute is an innovator and leading expert in the field. *Pituitary World News* recently stated, "Dr. Sandeep Kunwar is by all accounts one of the most, if not the most, successful pituitary surgeon today."

The pituitary is a small, bean-sized gland in the brain that controls all five hormones in the body. Pituitary adenomas are benign, slow-growing tumors that occur in 20 percent of people at sometime in their lives. When they remain small, adenomas are not usually harmful, but larger ones can be serious. Some tumors cause an overproduction of hormones and others cause hormonal deficiencies. There are various options for treating a pituitary tumor, which include removing it or controlling its growth and hormone levels with medications.

"The pituitary gland lives in the center of the skull surrounded by the optic nerves, carotid arteries and brainstem, so surgical access is very challenging," says Dr. Kunwar. He performs a minimally invasive procedure to access and dissect the tumor endoscopically through the nose. This means there are no incisions to the face or scalp, and 85 percent of these surgical patients go home the next day. Dr. Kunwar is internationally renowned for his work in developing this specific technique, called the endonasal transsphenoidal approach to pituitary tumors.

Testing for pituitary disorders is done through a blood test and MRI. Dr. Kunwar advises having hormone levels checked via a blood test if any of these signs are present: unexplained increase in shoe or ring size, onset of diabetes or high blood pressure with no family history, infertility, and a deteriorating field of vision. These could be signs of a pituitary adenoma.

"The Institute at Washington Hospital has become a neurosurgical referral center because we offer patients a positive experience in the comfortable atmosphere of a smaller community hospital with the same top-quality surgeons and technology usually only found at larger medical centers," says Dr. Kunwar.

Neurosurgeon and medical co-director of the Gamma Knife Program, Sandeep Kunwar, MD, FAANS, FACS.



Our Purpose and Culture

Washington Hospital's **Patient First Ethic** is central to the way we operate at every level of our organization, but **what exactly does it mean and where did it come from?**

While the Patient First Ethic is written into Washington Hospital Healthcare System's values statement, it is not simply a slogan or tagline. It is core to how every staff member, physician and volunteer at the Hospital approaches their job. It's part of our culture and drives the way we approach our work — whether that job is cleaning rooms for infection control, serving nutritious food, managing a medical unit or providing the best possible bedside care for patients.

Since 1994, the Patient First Ethic has been woven into the fabric of the Hospital and it has become integrated into our everyday operations. The Patient First Ethic is a way of life at Washington Hospital, and it is here to stay.

1. Petronila Mamauag of Food and Nutrition Services serves patients' meals with a smile.
2. Engineers in our Central Utility Plant ensure the Hospital has the resources it needs to serve the health care needs of our community 24/7/365.
3. Ensuring cleanliness and safety are (from left) environmental services aides Nu Anderson and Lorraine Navarrette with infection prevention assistant Diana Demarta, LVN.
4. Critical care intensivists like Cyrus Shariat, MD, are available around-the-clock tending to patients in our new Pavilion.
5. Labor and Delivery nurse Lourdes Bagang, BSN, RN, provides guidance to new parents as well as compassionate care to mother and baby.
6. Oncology nurse Alyssa Sozio, RN, provides support and encouragement to a patient getting exercise in the hallway.
7. Deidre Devore, Matthew Stewart and Brenda Donegan (from left) are part of our friendly welcome desk team that greets patients and visitors in the Hospital lobby every day.
8. Central Registration clerk Esmeralda Barrios welcomes and reassures a new patient upon check-in.
9. Clinical laboratory scientists (from left) Katie Tran, CLS; Harold Glavez, CLS; Maribeth Valdez, CLS; and Gurpreet Dhaliwal, CLS, ensure timely reporting of each patient's test results.
10. Expert team members of our Catheterization Labs (from left) Madora Ramirez, RN; Teresa Guy, BSN, RN; Lynda Lamb, BSN, RN; Joe Kim, CRT; and Kimberly Conti, RT, RCIS, support physicians as they perform minimally invasive procedures using advanced digital imaging technology.
11. Members of our multidisciplinary Emergency Department team in a state-of-the-art exam room in our new Morris Hyman Critical Care Pavilion.



Health care is an intensely personal service. Underlying all that we offer is the recognition that health care is not a commodity. Our essential purpose is to improve the human condition.

Our reason for being begins and ends with

our patients & our community

and we are committed to a **Patient First Ethic.**

To our patients we owe comfort, compassion and whenever possible, a cure. Our efforts are focused not just on individuals and families, but also on the overall health of the community.

— From the Washington Hospital Healthcare System Values Statement





Stephanie Williams, MHA, RN, CPHQ, NE-BC
Vice President and Chief Nursing Officer

This is a momentous time for Washington Hospital and our dedicated nursing professionals who are ever present on every floor and unit, leading the charge to deliver exceptional care to patients. Internal Hospital-wide efforts are focused on strengthening our culture of collaboration and safety. Our nursing staff is poised to champion these efforts because they come second nature to nurses who work in a Magnet® designated environment.

One example is the seamless transition into the Morris Hyman Critical Care Pavilion and how we embraced the facility's advanced patient- and family-centric design features. Nurses were intimately involved in planning out critical care and the Emergency Department to facilitate efficiency as well as teamwork among staff, physicians, patients and their loved ones. The nurses' enthusiasm started early on and was contagious to everyone involved. They were trained and prepared to receive patients on day one and since then we have seen improved patient satisfaction and outcomes.

Our new CEO Kimberly Hartz works closely with nurses, participating in leadership rounds on various units. This means regular meetings between patients, staff and clinicians to discuss concerns, challenges and opportunities for improvement. This top-down approach ensures everyone is working together toward the best result for each patient.

We are on the journey to our third Magnet recertification next year, and you can read in the following pages how our nurses exemplify the qualities of this designation — the international gold standard in nursing. They continue to boost their knowledge and skills through education. A total of 77.1 percent of our direct care nurses hold a Bachelor of Science in nursing, which far exceeds the national benchmark. Many have earned specialty certifications and several nurse practitioners now manage key departments.

I thank all Hospital staff, volunteers and physicians for their collaborative efforts with our nurses this past year, and our board of directors for their ongoing support. I am also grateful to our incredible nurse management team who are here night and day, leading the way and inspiring others with their unwavering dedication to the Patient First Ethic.

Stephanie Williams

Stephanie Williams, MHA, RN, CPHQ, NE-BC
Vice President and Chief Nursing Officer

Clinical experts support nurses

A clinical nurse specialist (CNS) is a registered nurse (RN) with graduate education who has clinical expertise in a specialized area of nursing practice. These specialized nurses have vital roles and responsibilities at Washington Hospital. Their primary focus is to support bedside nurses by providing the knowledge, skills, processes, and policies they need to ensure safe and effective patient-centered care.

Joining the team of clinical nurse specialists are Betty Goodwin, MSN, RN, AG CNS-BC, and Adelita Tinoco, PhD, RN, AG CNS-BC. Goodwin graduated with her master's degree and CNS in June 2018. She has been an emergency nurse at Washington Hospital since 1997 and has functioned in many different roles in the Emergency Department (ED) such as staff nurse IV, charge nurse, Sexual Assault Response Team nurse examiner, and educator. Her expertise

was instrumental in preparing the ED staff for the transition into the Morris Hyman Critical Care Pavilion through simulation, mock codes, and ensuring our ED is prepared for pediatric emergencies.

Tinoco has been at Washington Hospital since she graduated from nursing school in 2010. She received an MS in nursing in 2013 and a PhD in nursing in 2016 from UCSF. Tinoco has published multiple research articles in the field of cardiology nursing. She works at Washington Hospital as a medical-surgical clinical nurse specialist and Magnet® project manager.

Goodwin and Tinoco are expert clinicians, educators, researchers and consultants. Changes in health care delivery occur at a furious pace. Specialists like Goodwin and Tinoco are vital to ensuring that nurses at the bedside adapt to changes and provide outstanding patient care.



(From left) Adelita Tinoco, PhD, RN, AG CNS-BC, and Betty Goodwin, MSN, RN, AG CNS-BC, two of Washington Hospital's many highly educated nurses, just added clinical nurse specialist to their credentials.



More nurses achieve specialty certifications and higher education



(From left, front row) Carolyn Crosby, MSN, RN, CPN; Ailish Tasker, BSN, RN, PCCN; Katie Choy, DNP, RN, CNS, RN-BC, NEA-BC; Elizabeth Borjon, MSN, RN-BC; Jinshuang Liu, RN, OCN, RN-BC; Ronald Cruz, DNP, RN, CDIP, FACEM.

(From left, back row) Christine McCarty, RN; Michelle Nandy, BSN, RN, CEN; Mary Bowron, DNP, RN, CIC, CPHQ; Carmen Manosca, BSN, RN-BC; Trang Nguyen, BSN, RN-BC; Adelita Tinoco, PhD, RN, AG CNS-BC; Shikha Shrestha, BSN, RN, CCRN; Analynn Cisneros, DNP, RN, CNS, ONC; Yvonne Dobbenga-Rhodes, MS, RN-OB, RNC-NIC, CNS, CNS-BC, CNP.

Washington Hospital is committed to motivating and supporting its nurses to attain the highest levels of education and certification. Our goal is to enable nurses to master the critical competencies and leadership skills necessary to meet the needs of our patient population in an evolving health care system.

The Institute of Medicine (IOM) calls for 80 percent of registered nurses to hold a Bachelor of Science in nursing (BSN) by 2020. As of December 2018, 77.1 percent of Washington Hospital nurses had a bachelor's degree or higher. Currently, all members of the nursing management team at Washington Hospital hold a BSN or higher degree. Washington Hospital is on target to reach the goal of 80 percent by 2020.

Washington Hospital is fortunate to have five nurses who have earned a doctorate in nursing — the highest level of education a nurse can attain. Only 1 percent of nurses in the U.S. have a Doctor of Nursing Practice (DNP) degree.

These Washington Hospital nurses have attained their DNP degrees and have helped us to further improve patient care and internal processes:

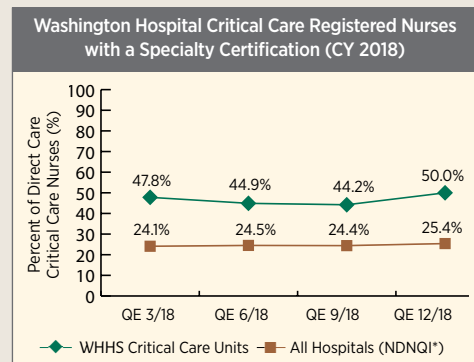
Chief of Quality **Mary Bowron, DNP, RN**, and board certified in Infection Control and Healthcare Quality.

Senior Director Nursing Practice and Education **Katie Choy, DNP, RN, CNS**, and board certified in Nursing Professional Development and Nurse Executive.

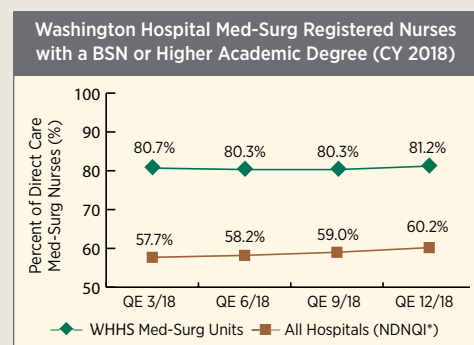
Quality Manager **Analyn Cisneros, DNP, RN, CNS, ONC**, and board certified in orthopedic nursing.

Clinical Documentation Improvement Specialist **Ronald Cruz, DNP, RN.**

Adelita Tinoco, PhD, RN, Magnet Program Manager and board certified in acute geriatrics.



Critical care nurses continue to outperform all hospitals with 50 percent certification rate.



Direct care nurses in Med-Surg have outperformed the 2020 requirement for 20 percent BSN.

*NDNQI = National Database of Nursing Quality Indicators.

Implementing technology to improve patient and staff safety

At Washington Hospital, we are committed to ensuring the safety of our patients and staff. Safe and efficient practices are especially important when it comes to repositioning or transporting patients.

In 2018, a multidisciplinary group consisting of members from Employee Health, Occupational Therapy, Physical Therapy, Perioperative Services, Critical Care, Transport, Medical Imaging, Biomedical Engineering, the Emergency Department, Obstetrics, Medical-Surgical, and Nursing Administration collaborated to implement the AirPal (air-assisted lateral patient transfer system) device at the Hospital.

AirPal works by inflating a pad underneath the patient to create a cushion of air that keeps them comfortable during transfers from beds to stretchers or procedure tables. The AirPal device is placed under a patient in the same manner as changing a bed sheet. It is then inflated, releasing low-pressure air through its

perforated chambers. Use of the AirPal is especially effective for patients who are physically unable to move themselves due to decreased physical strength, size, or medical condition.

Transferring patients using AirPal also decreases the risk of musculoskeletal injury to nursing staff — a common physical hazard that has traditionally threatened the well-being of health care workers. The AirPal allows for patients to comfortably hover during the transfer without staff members exerting unnecessary energy, or risking injury to their back, neck, arms or legs.

Work-related staff injuries can develop into short- and long-term consequences, including loss of work hours and permanent loss of function. Since the implementation of the AirPal at Washington Hospital, transfer injuries to staff members have decreased.



(From left) Transporter John Peterson and Cath Lab nurses Teresa Guy, BSN, RN, and Keri Sheldon, BSN, RN, safely and comfortably transfer a patient using the AirPal device.



CODE BERT and REST support staff in the event of workplace violence

Workplace violence is on the rise and more assaults occur in health care and social services than any other industry. Washington Hospital has implemented a comprehensive approach to provide early intervention in the case of a violent incident, reduce the risk of injury to patients or staff, and support staff following the event.

Due to increasing patient and family disruptive behaviors, a multidisciplinary group including direct care nurses, social workers, case managers, security, and Hospital leadership recognized the need for an immediate team response. To augment our disruptive patient policy, the group developed “Code BERT” (Behavioral Emergency Response Team) to get the right resources to the right place at the right time.

When announced overhead, Code BERT provides a quick support response team for staff members and physicians. Their immediate goal is to de-escalate patients or their visitors who are exhibiting aggressive behavior by threatening themselves, other patients, personnel or Hospital property.

In addition to implementation of Code BERT, it was determined that additional support was needed for staff members after a traumatic workplace event. Again, a multidisciplinary group including nurses, social workers, Hospital administrators and representatives from human

resources and pastoral care worked together to develop the REST (Resilience and Emotional Support Team) program.

REST is an innovative approach that puts in place a cascading set of actions by support team members who provide timely emotional and physical support to staff following a traumatic workplace incident. Help may come in the form of relieving the employee for a break, a call from their supervisor or consultation with a spiritual care provider. REST support can be initiated by any staff member; the response depends on the specific needs of the individual affected and the nature of the event.

Code BERT and REST were uniquely designed around the needs of Washington Hospital. These programs have already proven successful in supporting staff before, during and after a traumatic event, so staff can continue to deliver high-quality, compassionate patient care in a comfortable, safe environment.



Members of our multidisciplinary Code BERT and REST teams include nurses, social workers and pastoral care professionals. (From left) Emily Cipola, BSN, RN; Steve Nguyen, BSN, RN, PCCN; Jeffrey Finley, MDiv; Michael Platzbecker, MSN, RN, CEN; Anne Fulton, BSN, RN, PCCN; Phillip Watley; Ailish Tasker, BSN, RN, PCCN; Theodore Solomon, LCSW; Laura Nguyen, BSN, RN, PHN; Jeremy Goodier, MDiv; Marissa Domingo, BSN, RN, PHN; Marites Wong, BSN, RN; Tammy Szeto, BSN, RN.

Nurse-sensitive indicators point to high-quality care

Patients of Washington Hospital can expect high-quality nursing care because our nurses regularly measure and take steps to improve upon their performance. Quality data is collected and monitored to track effectiveness of specific nursing interventions on patient outcomes. These patient outcomes are referred to as nurse-sensitive indicators.

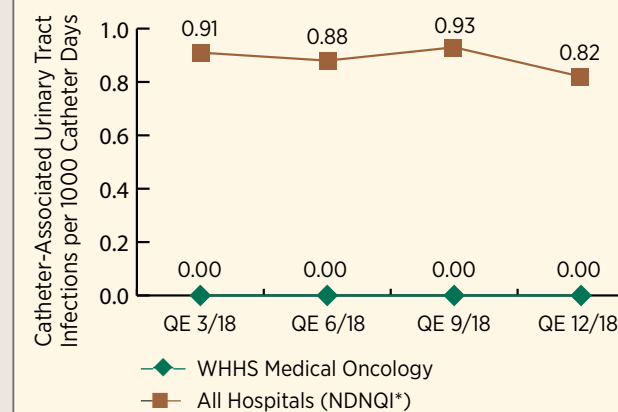
On a regular basis, data is submitted to the regional Collaborative Alliance for Nursing Outcomes (CALNOC) database and entered in the National Database of Nursing Quality Indicators (NDNQI). This allows us to compare results with similar hospitals in California and throughout the nation.

Nurse-sensitive indicator data is disseminated throughout the organization to the board of directors as well as our Nursing Quality and Research Council and unit-based councils. Nurses review the data to continually identify opportunities for improved patient outcomes such as adverse conditions related to falls, skin injuries and infections from catheters.

Unit-based councils such as Medical Oncology and the Intermediate Care Unit work with multidisciplinary teams to develop strategies and nurse-driven protocols to further improve outcomes for nurse-sensitive indicators such as hospital-acquired pressure injuries and catheter-associated urinary tract infections.

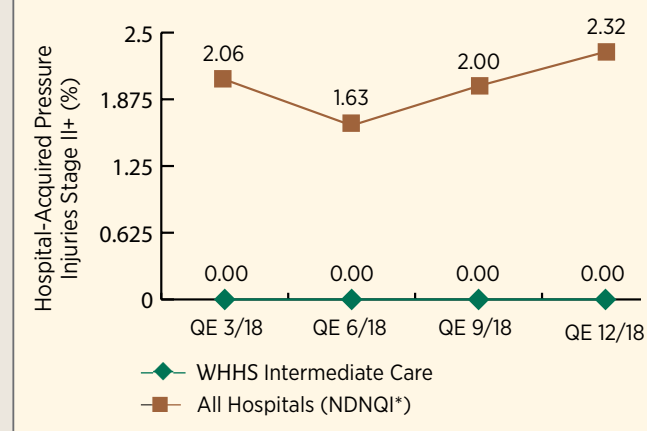
As a Magnet® designated facility focused on our Patient First Ethic, Washington Hospital continues to outperform hospitals across the country on most nurse-sensitive indicators over calendar year 2018.

Catheter-Associated Urinary Tract Infections at Washington Hospital Medical Oncology Unit Compared to NDNQI Benchmark (Lower is Better)



Our Medical Oncology Unit had a perfect record with no catheter-associated urinary tract infections in CY 2018.

Percent Surveyed Patients with Hospital-Acquired Pressure Injuries Stage II+ at Washington Hospital Intermediate Care Unit Compared to NDNQI Benchmark (Lower is Better)



No hospital-acquired pressure injuries (stage II or higher) were reported in our Intermediate Care Unit during CY 2018.

*NDNQI = National Database of Nursing Quality Indicators.



Incorporating input from all shifts to improve patient care

Shared governance in nursing is a cornerstone of Magnet® designated hospitals, though Washington Hospital implemented its shared governance model in 1991, long before we achieved Magnet status. Shared governance promotes accountability and responsibility within the nursing practice. Nurses are empowered to provide input and make decisions regarding patient care at the bedside. Our shared governance framework has historically included six councils: Coordinating, Administrative, Clinical Innovation & Technology, Education, Quality & Research, and Professional Engagement.

In 2018, we added the Night Shift Council to our shared governance model. This new council recognizes the unique differences in patient care during night shifts and the high value we place on input from our night shift nurses. The theme of this council is, “The Stars Come Out at Night.” The goal

is to increase communication, professional practice involvement and direct access to nursing leadership for night shift nurses. The council — made up of charge nurses, bedside nurses, and members of the nursing leadership team — meets during the night shift every other month to address nighttime nursing-related concerns.

Patient visitation at night is one example. Night Shift Council members discussed how the Hospital’s visitation policy was interpreted during the night shift and expressed concern that visitors did not understand the policy. The group submitted suggested revisions for the visitor brochure regarding such policies as visitation hours, the presence of children, and resources available for visitors during nighttime hours. The revisions were incorporated into a new visitor handbook which is now available at Hospital entrances.



(From left) Andrea Walters, BSN, RN-BC; Erna Edejer-Lacebal, BSN, RN, CCRN; Maria Felnie Barrido, BSN, RN, CEN; Carmela Palencia, RN; and Rinku Grewal, BSN, RN-BC.

DAISY Award celebrates extraordinary skill and compassionate care

The DAISY (Diseases Attacking the Immune System) Award was founded in 1999 in memory of J. Patrick Barnes who succumbed to an autoimmune disease. His family created the award to celebrate nurses who touch the lives of others with their outstanding clinical skills and compassionate care.

Washington Hospital has proudly partnered with the international DAISY Award Foundation each year since 2005 to recognize our nurses with this special honor. Nurses who go above and beyond are nominated by patients, families and their peers. These nominations are then reviewed and award recipients are selected by members of our Shared Governance Administrative Council.

This year’s award recipients exemplify our Patient First Ethic in their work. They are committed to a culture of patient safety and use evidence-based practices in their patient care. These nurses are exceptional role models who nurture and value professional relationships, and are team players, delivering compassionate quality care.

Congratulations to our 2018 DAISY Award recipients:

Abundia “Bonna” Imbat, BSN, RN, NDRN

Bonna works on the Maternal Child Care Unit attending to deliveries to assure all babies are stable. She is highly specialized in her role as ‘nurse intubator’ for newborn babies, should they require it. Bonna is a resource to everyone on the Maternal Child Care Unit and goes beyond the call of duty to make sure mothers and babies get a good start with breastfeeding.

Marlene McGee, RN

Marlene has a positive attitude that is contagious. She reminds her colleagues what outstanding nurses they are and that they can accomplish anything when working as a team. She is committed to her Emergency Department team and treats each patient with respect.

Rinku Grewal, BSN, RN-BC

A charge nurse on the Telemetry Unit, Rinku provides wonderful, compassionate care to her patients. She is always willing to share her knowledge and educate the staff to help raise the quality level of care on her unit.

This year’s DAISY Award recipients, (from left) Rinku Grewal, BSN, RN-BC; Marlene McGee, RN; and Abundia “Bonna” Imbat, BSN, RN, NDRN, provide outstanding care to our telemetry, emergency and newborn patients.



Embracing the Patient First Ethic

Employees of Washington Hospital Healthcare System are all valued contributors to our health care team. Every month, we recognize an individual on our staff for their outstanding work in the areas of service to patients and their visitors, teamwork, creativity and a commitment to the Patient First Ethic. We proudly honor the following employees who were named "Employee of the Month" during FY 2018-19.



July 2018 — Harjinder Kaur, Patient Care Services



August 2018 — Nellie Tate, Medical Imaging



September 2018 — Dexter Hermosura, RN, Patient Care Services



October 2018 — Karen Ward, Admitting



November 2018 — Hye Ran Yang, RN, Information Services



December 2018 — Davinder Kaur, Clinical Laboratory



January 2019 — Josh Blair, Perioperative Services



February 2019 — Mahzabeen Hussain, Patient Care Services



March 2019 — Maria Ezequiel, Human Resources



April 2019 — Monette Domingo, RN, Radiation Oncology Center



May 2019 — Kevin Angulo, Laundry Department



June 2019 — Menchu Cruz, RN, Patient Care Services

Community Commitment Shines Through

The Washington Hospital Healthcare Foundation has worked with generous community members and companies to grow support for key health care equipment and services since 1983. In the recent Critical Care Campaign, the Foundation raised over \$10 million in donations from local philanthropists and corporations to underwrite the cost of equipment for the Morris Hyman Critical Care Pavilion.

"I cannot thank past presidents Helen Kennedy and Rod Silveira enough for their dedication and efforts during the capital campaign for the new Pavilion," said new Foundation President John Dutra, who will serve a two-year term. "I am deeply honored to follow in the footsteps of such great community leaders and to work with the people who support Washington Hospital."

The Foundation hosted 715 guests at the 32nd annual Top Hat Dinner Dance in October 2018, which garnered \$190,000 to equip the Pavilion. The event featured the Beach Blanket Babylon musical review and included a salute to the first responders of southern Alameda County who work closely with Hospital staff every day, delivering patients for emergency medical care.

Earlier in the year, in May, the Foundation hosted the 34th annual Gene Angelo Pessagno Golf Tournament at Castlewood Country Club. The tournament raises funds for Surgical Services. "A big thanks to event chair Lamar Hinton as he and his volunteers raised \$89,000 at this year's tournament. Kudos to the man in the green jacket," added Dutra.

Volunteers are the heart of the Hospital

It has been said that, "volunteering is love in motion." Washington Hospital Service League currently has nearly 700 volunteers in its ranks, who donate their time, working closely with Washington Hospital staff to offer care and support to patients, families and visitors. Volunteers worked 39,950 hours in fiscal year 2018, adding their personal touch to our services. The Service League also raises funds for important programs and equipment. This year they donated \$60,000 to remodel the Washington Hospital Special Care Nursery.

Late this year, the Service League began a new canine therapy program called WOOOF, Washington's Outreach of Fur, which has introduced a new breed of volunteers to the Hospital. Inspired by former CEO Nancy Farber and her dog Calypso, volunteers can bring their therapy dogs to visit patients, offering much needed cheer and furry affection. Dogs must pass a certification process to qualify, and currently three dogs and their owner/handlers make rounds at the Hospital. The program has been well received and requests are coming in for visits from our four-legged volunteers.

"The Service League offers community members a great way to give back and we are always looking for people to join us to enhance our contributions to the Hospital," says Ruth McGautha, a retired 38-year employee of the Hospital who became the new Service League president on April 1.



Service League volunteer Russell Weinberg and his dog Ringo bring unconditional care and comfort to a patient. Also pictured is critical care nurse Mary Valerio, RN.

2019 Bond Refinancing Saves Millions for District Residents



Washington Hospital is located in the heart of the Tri-City Area with a view of majestic Mission Peak.

As a community-owned Hospital, serving the health care needs of district residents includes smart management of our fiscal resources. One example is our June 2019 refinancing of general obligation and revenue bonds that will ultimately save millions of dollars for Washington Hospital and the district residents that support it.

Bond refinancing, also called bond refunding, means paying off higher-cost bonds with debt that has a lower net cost to the issuer of the bonds.

In June 2019, the Washington Township Health Care District successfully refinanced \$11.8 million of 2009 general obligation bonds at a lower interest rate which will save taxpayers \$302,000 annually, equaling \$3.4 million in total savings. General obligation bonds are paid for by district residents through their annual property taxes. In total, our refunding efforts have saved taxpayers \$9.2 million through the refinancing of general obligation bonds in 2016 and 2019.

Also this year, \$46.1 million of 2009 Series A Revenue Bonds were refinanced, which will save the Hospital

a total of \$6.4 million over the remaining life of the debt. Revenue bonds are paid for using Hospital revenues.

Bonds are necessary to fund critical improvements such as the launch of our electronic medical records (EMR) system, and implementation of Washington Hospital's Facilities Master Plan, which has guided the development and expansion of our campus to meet local health care needs. Many of the improvements funded have resulted from state and federal mandates that required us to take action, but were unfunded by the government. These include the EMR mandate and California's 2030 seismic safety deadline.

"Refunding bonds is a complex and labor-intensive process, though it is one of the effective strategies we use to maximize the Hospital's financial resources and be good stewards of the funds entrusted to us to meet the health care needs of the district," says Chris Henry, vice president and chief financial officer of Washington Hospital Healthcare System.

2018 – 2019 Financial Statements

HOSPITAL STATISTICS	FY 2019
Admissions	11,984
Patient Days	61,250
Deliveries	1,542
Surgery Cases	4,558
Outpatient Visits	90,106
ER Visits	51,722
Physicians on Staff (as of June 30, 2019)	602

BALANCE SHEET (in \$000s)	June 30, 2019
Current Assets	\$ 161,238
Assets Limited As to Use	181,568
Property, Plant and Equipment	738,844
Other Assets	5,357
Deferred Outflows	67,493
Total Assets and Deferred Outflows	\$1,154,500
Current Liabilities	\$ 104,981
Long-Term Debt	560,701
Other Long-Term Liabilities	106,779
Deferred Inflows	44,923
Net Position	337,116
Total Liabilities, Deferred Inflows and Net Position	\$1,154,500

INCOME STATEMENT (in \$000s)	FY 2019
Net Patient Service Revenue	\$520,294
Other Revenue	14,686
Total Operating Revenue	\$534,980
Salaries and Benefits	312,806
Other Expenses	231,390
Total Operating Expenses	\$544,196
Operating Income	\$ (9,216)
Interest Expense	(17,786)
Property Tax Revenue	17,185
Other Non-Operating Expense, net	4,131
Total Non-Operating Revenue	\$ 3,530
Net Income	\$ (5,686)

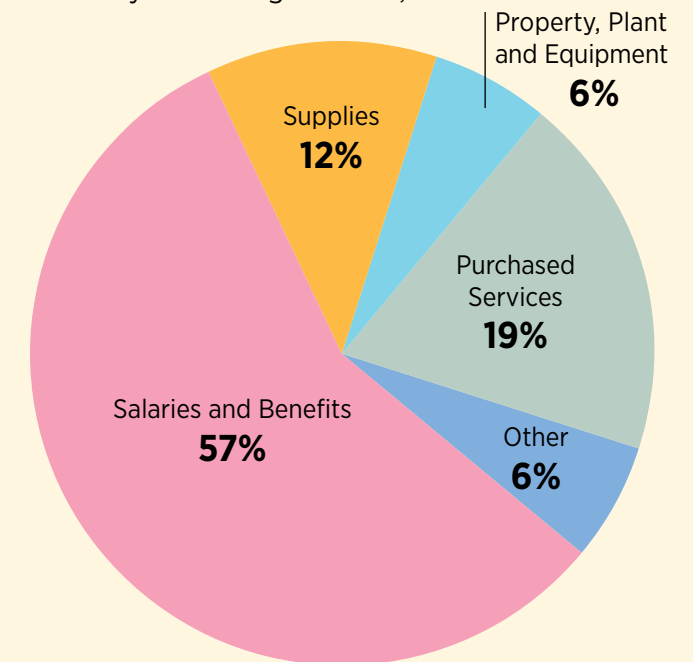
CASH EXPENDITURES (in \$000s)	
Salaries and Benefits	\$ 312,806
Property, Plant and Equipment	32,209
Purchased Services	106,974
Supplies	65,798
Other	32,576

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, 2019, Washington Hospital provided uncompensated health care services with an estimated total cost of approximately \$67 million to the community's medically indigent population. Additional uncompensated health care services with an estimated total cost of more than \$150 million were provided to Medicare and Medicare HMO patients. The district also provided 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 \$3 million.

Cash expenditures

Fiscal year ending June 30, 2019



POSTAL CUSTOMER

Complimentary health care resources available to all members of our community

It's part of our mission to offer complimentary and low-cost health care programs, classes and services to promote health and wellness in our community. No matter what medical insurance you have or where you go for your health care, we invite you to use these helpful resources.

There is something for everyone including men and women of all ages. We offer free support groups for those dealing with health issues like arthritis or cancer, and many educational seminars on topics ranging from diabetes, to stroke, to healthy eating. Throughout the year, we hold health and safety fairs and offer free health screenings.

Our Wellness Center has no- and low-cost mind and body wellness sessions available like strength training, yoga and massage. And whether or not you deliver your baby at Washington Hospital, we have many pre- and postnatal classes and services available through our Maternal Child Education Center.

All our offerings are described and listed on a calendar in our *Health & Wellness* magazine sent biannually to district residents. For an online copy, go to whhs.com/healthwellness.

