

The Future of Health Care

Annual Report 1999



The Future of Health Care

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Washington Township Health Care District

Our 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 needs within the financial capabilities of the District;
- Providing access to high quality, cost-effective health services through an integrated delivery system;
- Providing appropriate employee, professional and community educational resources to enhance patient care and health promotion throughout the District;

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



Resolved by the Board Of Directors
Washington Township Health Care District
June 14, 1995

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All the Information You Need

In August 1998, Washington Hospital launched its interactive web site, *Health Connection On-Line*. The web site is the newest tool in a wide array of communication vehicles used by the hospital to educate and inform the community. The site, which hosted nearly 50,000 visitors in its first year of operation, offers everything from a daily health tip to comprehensive listings of physician profiles and free community classes.

The web site also features employment and volunteer opportunities, health topics from A to Z, a directory of hospital services, an on-line branch of the Washington Community Health Resource Library, and more.

*To check out the site for yourself,
log on at www.whhs.com.*

The interactive feature for searching through physician profiles or class topics is extremely popular. For example, if you want to find a free class on asthma care for children, you can ask the web site to find it for you.

Your Good Health is our Ultimate Measure of Success

How does a hospital know when it has done well? Some would say it is the bottom line. Others would scrutinize its level of charitable care. Some might think it comes from the application of cutting-edge medical technology. And still others would look for outstanding medical skills of the team assembled to care for patients.

It is a balance of all these things and much more that makes a complicated organization like this medical center successful. At Washington Hospital, a great sense of achievement comes from being able to remain a locally accountable, not-for-profit hospital, owned by the residents of Washington Township. It comes from our ability to support services needed by the community even when they are not profitable. It comes from the recognition that our medical services are indeed world class.

This year, Washington Hospital was one of 100 community hospitals in the entire nation to be recognized for the outstanding quality of its Cardiac Care program. That singular accomplishment recognizes an extraordinary level of excellence and dedication to patient care, and the desire to give the best to our patients. It comes from teamwork, vision, hard work, talented health care professionals, and outstanding physicians.

We were once again surveyed by the Joint Commission on Hospital Accreditation this year, and we received the maximum award of a three-year accreditation. During the intensive, three-day review we were visited by a team of surveyors from the Department of Health, California Medical Association and the Joint Commission who certainly lived up to their reputation of being thorough. Our hospital passed with flying colors, and we have come to expect no less.

Many people are wondering what the new millennium will bring. While it's impossible to foresee exactly what the future holds for our community, there's one thing about which we are certain: **the future of health care in our community**. Our strategic vision will continue to be guided by our mission and commitment to provide quality health care services that are relevant to this community. While many in our industry have chosen to take different paths, we feel our plans to ensure the future of local health care services is the only course for us to take.



Nancy Farber
*Chief Executive Officer
Washington Hospital
Healthcare System*

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

Looking to the Future With Anticipation and Confidence



Benn C. Sah, M.D.
*President, Board of Directors
Washington Township
Health Care District*

Dear Friends:

It is with pride and pleasure I report to you that Washington Township Health Care District remains strong and solvent at this beginning of the year 2000. Our Board of Directors believes that our Health Care District is an invaluable asset of Washington Township, and it continues to be our mission to enhance and expand useful health care services to our citizens.

This is an unstable time in the health services industry. HMOs, which insure a large portion of our population, are under attack from all sides, including government, consumer advocacy groups, and the new trend for insured members to migrate toward PPO plans where there are fewer onerous restrictions and more individual choice.

Inevitably such unrest impacts health care systems unfavorably, as we see neighboring systems fall prey to regional or national hospital chains. The Washington Township Health Care District is most fortunate to remain independent and be able to concern itself primarily with local population needs.

The many initiatives to further strengthen our Health Care District are outlined in this Annual Report. Such ambitious plans for the future would not be possible without the generous support of our Washington Hospital Healthcare Foundation, the conscientious and loyal services from members of our Washington Hospital Service League, the expertise and devotion of our outstanding Medical Staff, the leadership of our gifted management staff, the skill and dedication of our employees and the steadfast encouragement from friends like you.

We intend to remain worthy of this trust, and look to the future with anticipation and confidence.

A handwritten signature in black ink, appearing to read "Benn C. Sah, M.D.", written in a cursive style.

Our Medical Staff Will Continue to Grow With the Community

Dear Friends:

As the small pockets of homes in Washington Township grew and matured over the years—and became the cities of Fremont, Newark, Union City and Hayward—the number of people calling this region home also grew... exponentially. To meet the increasing health care needs of this swelling population, the number of local physicians has grown significantly as well.

From the nine founding members of the Washington Hospital Medical Staff in 1953, we now count among our members more than 360 highly skilled physicians. Doctors who provide care for all of life's medical needs, from pediatricians and family practitioners to surgeons and specialists, have built thriving practices in the Tri-City area.

Our members are dedicated to the continual advancement of medicine so that we can provide the best of care to our local patients. But this is an effort that requires a team of players. By working together, Washington Township Health Care District and the physicians of the Medical Staff are ensuring that your health care needs are met today... and tomorrow, too. There is no one in this community who is more interested in the future of your health care than we are.

We continuously work to improve quality, develop new programs and services, and reach out in the community to provide for the unmet needs of our residents. And we continue to hold onto the finer traditions of medicine; an ethic that is, unfortunately, considered by many as part of a bygone era. For example, Washington Hospital physicians serve on the Emergency Department's "on call" roster. This helps to ensure that patients can receive quick attention from not only an emergency physician, but also from a specialist who may offer additional expertise to a case.

It is only through this team approach that your doctors and Washington Hospital can care for all of your family's medical needs. And as we look to the future of this community's health care, it will be our collaborative mission to ensure that it is not only here for you, but that it is the best it can be.



Ramesh C. Karipineni, M.D.
*Chief of Staff
Washington Hospital
Medical Staff*

A handwritten signature in black ink that reads "Ramesh C. Karipineni, M.D." The signature is written in a cursive, flowing style.

Aggressive Expansion Plans Will Meet Future Health Care Needs

The future of health care is coming whether hospital's prepare for it or not. And it's coming fast.

At Washington Hospital, we began planning long ago for the future. Not for just five years, or even 10. We're looking at how we can continue to deliver high quality care to this community and remain relevant to its needs for the next 40 years. It's an aggressive Master Plan with a vision of an entirely new hospital and surrounding campus. And it's an effort that will give this community a health care system that literally is... the future of health care.

We Begin With Phase One

To meet the community's growing and changing needs, Washington Township Health Care District began the development of a Master Plan in 1998 with Fong & Chan Architects of San Francisco. In February 2000, committees comprised of hospital staff and local physicians kicked-off the planning stage for the major facilities of the Master Plan's first phase. An important element of the Master Plan is the progressive phasing of the project, which will allow the hospital to maintain the availability of its services during all stages of the improvements.

Modern Catheterization Laboratory Unit

As the elements of Phase One are completed, the community will immediately realize the benefits of more modern facilities, technologically advanced services and improved conveniences. **Emergency Services** — Washington Hospital's new Emergency Department will be more than double the size of our current facilities and will feature state-of-the-art equipment, modern treatment rooms and spacious floor plans.

Planning committees are currently evaluating ways in which to create an advanced unit that will maximize patient care. They're touring some of the nation's finest examples of Emergency Rooms to determine which aspects of those facilities should be incorporated into Washington's final designs. Our goals are high

Seismic Safety

quality care, shorter wait times, improved patient conveniences, and better work flow patterns for staff. For example, a chest pain clinic within the Emergency Department is being considered as an area for emergency physicians to monitor patients over an extended time period to determine if admission to the hospital is necessary. **Critical Care** — Designs for a new Critical Care Unit will focus on expanding capacity and advancing technologies, while also improving patient privacy and family comfort. Plans for the new unit

Expanded Critical Care

include enough space to accommodate 40 patients, nearly double the space of our current unit. Staff is also evaluating the use of natural lighting in patient care areas, as well as ways in which to improve the comfort and amenities of our family waiting areas. **Cardiac Care** — Phase One provides an excellent opportunity to consolidate our catheterization laboratory services into a single, efficient unit. With expanded space and cutting-edge technology, this unit will serve as a hub for cardiac diagnostic services. Plans under consideration also include an attached operating room

New Emergency Services

specifically equipped for cardiac procedures. **Radiation Oncology Services** — A new radiation oncology center will offer the latest in radiation oncology treatment in an expanded facility closer to the hospital. The modern center, which will continue to be operated in collaboration with Stanford University's School of Medicine, will feature state-of-the-art technology that

Innovative Oncology Facilities

will meet the needs of local cancer patients for many years to come. **New Canopy and Power Plant** — Phase One will also see the completion of the hospital's new front canopy and a modern power plant. The new canopy will put Washington Hospital in compliance with new stringent laws for seismic safety well before the state's mandated deadline to do so.

Flexibility will play a key role in all phases of planning. Because it is impossible to anticipate all of the health care needs for this community 20 and 30 years from today, Washington has been careful to include flexibility and adaptability into the planning process. It's a necessity that will allow us to continue to grow with the region and optimize the way we use our new facilities. In the end, tens of millions of dollars will be invested in this expansion. As you read this report and get a sense of the size and scope of our vision, you will see that our not-for-profit mission to serve this community is going to ensure that hospital services are available near your home for many years to come.

New Radiation Oncology Center Will Provide State-of-the-Art Treatment

Beginning in 1984, cancer patients in the Tri-City area found a new place to get high quality cancer care when Washington Hospital Healthcare System and Stanford University's School of Medicine formed a joint venture in Fremont. The result was the Washington Stanford Radiation Oncology Center, a facility that allowed local cancer patients who required radiation therapy to be treated locally, near their homes.

Medicine and technology, however, improve—and change—quickly. In recent years, new developments in cancer treatment have led to improved techniques and equipment, and Washington's center found itself outgrowing its space. The solution was decided in 1999 when the Washington Township Health Care District Board of Directors recommended funding for the construction of a new facility as well as the purchase of leading-edge equipment used by oncologists in the fight against cancer.

"Having a treatment center located in this community has been a tremendous benefit to our residents," says the center's manager, Nan Strauss. "Since cancer patients are treated daily for a period of two to seven weeks, offering a convenient treatment center plays an important role in easing the stress of our oncology patients during what is a very difficult time. Our new facility, which will feature some of the most advanced cancer treatment technology available today, will provide our community with the best of cancer care for many years to come."

The future center will be built next to Washington West, 2500 Mowry Ave., near the corner of Civic Center Dr. and Bart Way. It will feature the latest in linear accelerator technology. And it will also offer a more spacious, caring environment. Perhaps most importantly, however, the new center will have the advanced capabilities to meet the needs of some local patients who currently have to leave the area for care due to the limited abilities of the center's current equipment.

Washington Hospital anticipates high usage of its expanded radiation oncology services. It expects the new center to be completed by 2001. If you would like additional information, please call the Washington Stanford Radiation Oncology Center at (510) 796-7212.

"Having a treatment center located in this community has been a tremendous benefit to our residents," says the center's manager, Nan Strauss.



The new Washington Stanford Radiation Oncology Center will be located next to Washington West, 2500 Mowry Ave., and will feature the latest in linear accelerator technology for treating cancer patients.



Advanced Image Guided Surgery System Aids Surgeons

Surgeons in Washington Hospital's spine care program now have one of the most advanced image guided surgery systems available to help them during their delicate procedures. The state-of-the-art equipment is currently being used in only a handful of specifically selected facilities across the nation. Washington Hospital is sharing this distinction with some of health care's leaders in spinal surgeries, including Walter Reed Army Medical Center in Bethesda, Md., the University of Alabama in Birmingham, Ala., and the Hospital for Special Surgery in New York, NY.

When Dr. Jan Henstorf first caught a glimpse of the new FlouroNav surgical guidance system, he knew he was looking at the future of spine care. As an orthopedic surgeon who specializes in spine surgeries and who has nearly 15 years of experience, Dr. Henstorf says he immediately recognized the improvements this technology can bring to an operating room.

"As soon as I saw it, I knew I wanted to work with this leading-edge technology," says Dr. Henstorf, who is also the medical director of the Washington Hospital Spine Center. "And I knew the hospital and my colleagues would be equally as interested in bringing this advanced system to our community to aid in the surgical repair of patients with degenerative or unstable spinal conditions."



What is Image Guided Surgery?

The new FlouroNav system functions as part of the Stealth Station Treatment Guidance Platform, utilizing a special package of surgical instruments, cameras, and imaging software to create a computer-generated picture of the body's anatomy. "These surgeries are normally performed blind," says Dr.

Henstorf, who has spearheaded the hospital's acquisition of the new equipment. "Traditionally, when we insert a screw, for example, we place it and then take an x-ray to confirm

its correct placement. But with this system, we can see exactly where the screw is being placed in the patient's spine—while it is actually happening. The equipment's precision is incredibly accurate, within a millimeter."

The Benefits

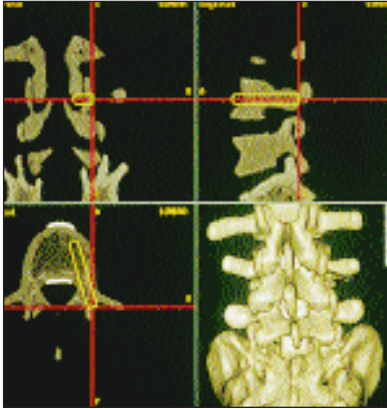
The benefits are numerous. Surgery time is reduced. Surgeons enjoy improved accuracy. The patient and surgical team are exposed to a fewer number of x-rays, which means less radiation. The patient's risk of complications and blood loss are reduced. And the overall expense of a surgery can be reduced.

"Patients will...travel here if it means potentially improving the outcomes of their surgery."
Dr. Jan Henstorf,
medical director of the Spine Center



"Washington Hospital was approached by the equipment's developer, Sofamor Danek Group, to serve as a beta test site for the new system based on the progressive techniques of our spine surgeons and our high quality outcomes," says Chief Executive Officer Nancy Farber. "Seeing the benefits that this advanced equipment will bring to our patients, and realizing that we are at the threshold of the future of spinal surgeries, the Board of Directors of the Washington Township Health Care District felt the \$350,000 investment was well worth it."

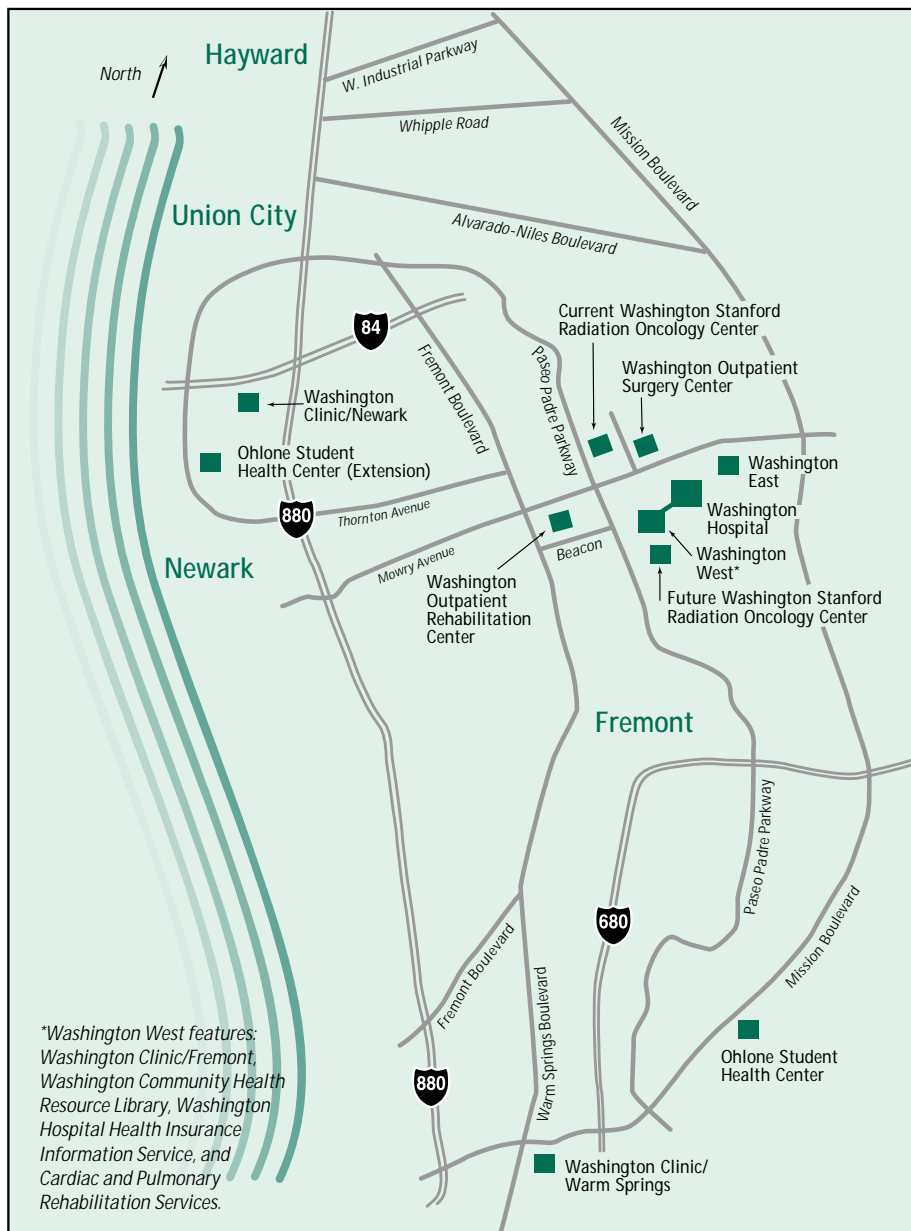
Drs. Desmond Erasmus, Moses Taghioff and Jan Henstorf have all received specialized training for the sophisticated technology. The new equipment was installed in Washington's Perioperative Services Department in October 1999 and all three surgeons have since performed delicate spinal surgeries with the aid of the guidance system. Other surgeons of the Washington Hospital Medical Staff will also be offered the opportunity to learn the new technology in the future.



As a result of being a beta test site, Drs. Erasmus and Henstorf agreed to have 30 of their patient cases examined. By January 2000, more than half of their case studies had been completed, nearly all with positive results. "We're seeing a reduction in the number of x-rays that are required, a reduction in the time spent in the operating room, and an improvement in the placement of surgical screws," says Dr. Henstorf.

He says individuals and organizations in the health care industry are very interested in this new technology. Physicians and other visitors have traveled to Washington Hospital to see exactly how the image guidance system works. Dr. Henstorf believes patients will travel, too. "Any procedures involving the spine have an element of risk. A well-versed patient will understand the benefits to be gained by having this equipment available to their surgeons. Patients will definitely be willing to travel here if it means potentially improving the outcomes of their surgery."

Directory of Services and Area Map



Directory of District Services

- Cardiac Surgery and Care
- Cardiac Rehabilitation
- Center for Joint Replacement
- Childbirth and Family Services
- Community Clinics
- Community Education
- Community Health Resource Library
- Diabetes Services
- 24-Hour Emergency Care
- Financial and Insurance Counseling
- General Medicine and Surgery
- Health Promotion
- Hospice Program
- Laboratory Analysis and Support
- Medical Imaging
(X-Ray, MRI and CT Scanners)
- Neurosurgery
- Nutritional Counseling and Care
- Occupational Medicine Program
- Occupational Therapy
- Orthopedics
- Pathology
- Pediatrics
- Pharmacy
- Physical Therapy
- Pulmonary Rehabilitation and
Respiratory Care
- Oncology Services
- Sangalli Center for Critical Care
- Social Services
- Speech Therapy
- Spine Center

The Community Grows and Transforms . . .

World War II ends.
Silva Maternity Home closes.

Newark ('55), Fremont ('56), and Union City ('59) become official cities.

Lake Elizabeth becomes a recreational gem in 1960.

In 1972 BART extends through Union City to Fremont.

District Population

20,000

44,000

101



Through The Years

1950s

1960s

19

Washington Township Hospital District was formed in 1948 to serve the area comprised today of Fremont, Newark, Union City and a portion of Hayward.

Washington Hospital Medical Staff formed with nine physicians.

Washington Hospital Service League is founded to provide volunteer support.

In 1958 Washington Hospital opens.

Washington Hospital Intensive Care Unit opens. It is the first such unit West of the Mississippi River that is not associated with a teaching facility.

The hospital's major six-floor expansion project is complete, increasing the number of licensed beds from 150 to 265.

Ohlone College opens in 1974.

Silicon Valley discovers the Tri-City region.
Shoppers flock to the newly opened NewPark Mall in 1983.

From 1988-98 Union City adds nearly 15,000 homes. This is indicative of the entire area's steady growth.

The cities of Fremont and Union City are recognized as All-American Cities.

Association of Bay Area Governments projects that Fremont will be one of the fastest growing locations in the region over the next 20 years.*

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*2005 Estimate



NEWPARK MALL



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Nursing program at Ohlone College launched with hospital's support.

The 1980s are marked by heavy growth for the Health Care District as community clinics are established throughout the Tri-City area, an outpatient rehabilitation center opens, outpatient surgery is introduced with great success, and a collaborative effort with Stanford University results in the Washington Stanford Radiation Oncology Center.

Ohlone Student Health Centers open in Fremont and Newark.

The Washington Health Insurance Information Service is launched.

New MRI center opens.

Washington West opens, including the new Community Health Resource Library.

New Joint Replacement Center opens.

New canopy puts Washington Hospital in compliance with state's new stringent seismic safety laws for 2008.

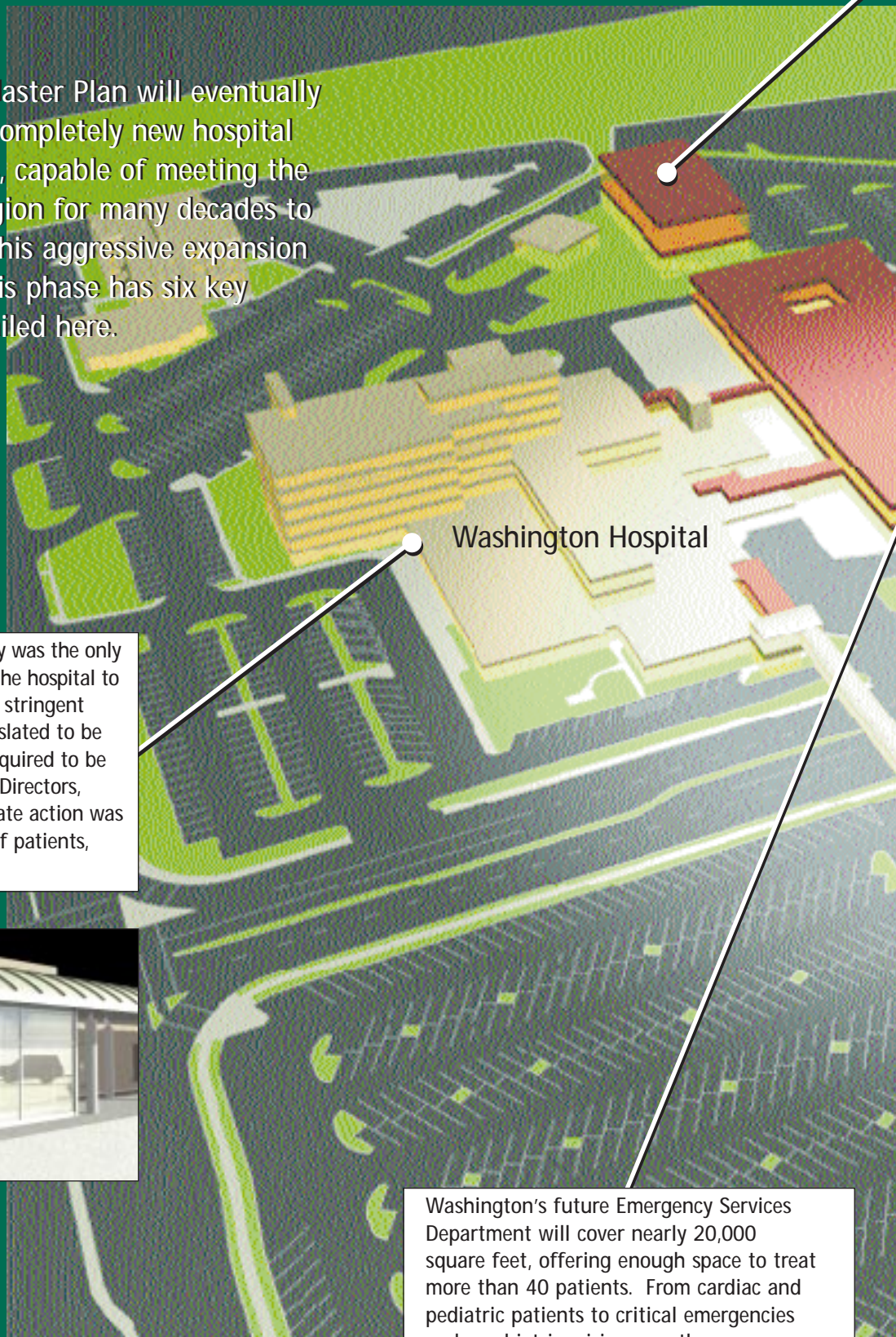
New Radiation Oncology Center is built featuring state-of-the-art equipment.

The Health Care District launches a new Master Facility Plan with Phase One. (See next page.)

Washington Township Health Care District Responds

Our Vision for the Future of Health Care: Phase One

Washington Hospital's Master Plan will eventually give the Tri-City area a completely new hospital and surrounding campus, capable of meeting the growing needs of the region for many decades to come. The first step in this aggressive expansion project is Phase One. This phase has six key elements, which are detailed here.



Washington Hospital's new canopy was the only major construction necessary for the hospital to be in compliance with the state's stringent seismic safety laws. The canopy, slated to be finished in May 2000, was not required to be rebuilt until 2008. The Board of Directors, however, felt that taking immediate action was most appropriate for the safety of patients, visitors and staff.

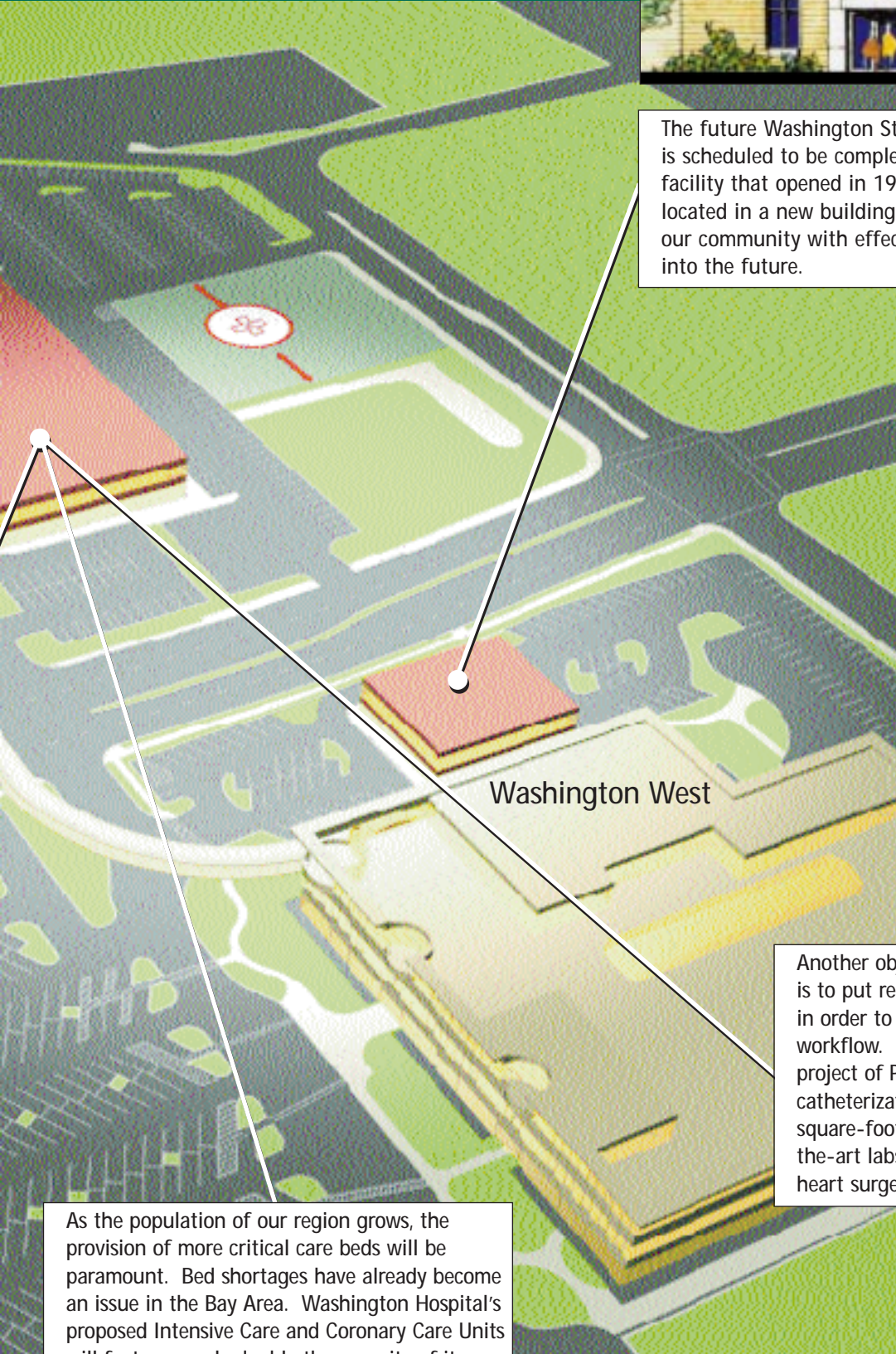


Washington's future Emergency Services Department will cover nearly 20,000 square feet, offering enough space to treat more than 40 patients. From cardiac and pediatric patients to critical emergencies and psychiatric crisis cases, the new Emergency Room will be well equipped to accommodate our community's future emergency medical needs.

A new, modern power plant will be constructed to meet the power needs of the District's Master Plan for decades to come.



The future Washington Stanford Radiation Oncology Center is scheduled to be complete by 2001, replacing the current facility that opened in 1984. The new center, which will be located in a new building closer to the hospital, will provide our community with effective, high quality cancer care well into the future.



Washington West

Another objective of the Master Facility Plan is to put reliant services adjacent to each other in order to increase efficiency and improve workflow. Perfectly situated in the expansion project of Phase One will be a new cardiac catheterization laboratory. The nearly 11,000-square-foot unit will feature three state-of-the-art labs as well as a specially equipped heart surgery suite.

As the population of our region grows, the provision of more critical care beds will be paramount. Bed shortages have already become an issue in the Bay Area. Washington Hospital's proposed Intensive Care and Coronary Care Units will feature nearly double the capacity of its current units. With 40 beds and 26,000 square feet, the new units will serve this region's critical care needs for many years to come.

Radiologists Use the Latest in Imaging Technology

A colorized cross-section of a brain. A computerized picture of a heart's chambers pumping blood to the body—in full motion. A sharp image of a spine... from every angle. The traditional backlit x-ray of a knee joint.

These are the visual snapshots that Washington Hospital radiologists use to make important diagnoses every day. Broken bones, blocked arteries and cancerous tumors are just a few of the hidden dangers that radiologists can identify with the help of a full range of medicine's most incredible tools.



The equipment they employ to literally see into the human body features some of the most advanced, state-of-the-art imaging technology available today. Staying on the cutting edge is not easy or inexpensive. But Washington Hospital's commitment to continually improve and expand its services—based on the needs of the community—have allowed it to continue offering its patients the best of health care services.

During the past few years, Washington Hospital has made several key acquisitions to greatly improve its imaging capabilities. The advanced machines offer physicians faster, more accurate diagnostic tools, and patients receive improved

comfort, safety and convenience. The new equipment and recent upgrades encompass the full range of radiology services.

Mammography

Women who have mammograms at Washington Hospital use one of the most advanced machines available today. The benefits are more detailed x-rays, a fully automated system that frees the technologist to work with the patient's positioning, limited exposure to radiation, easy access for wheelchair-bound patients, and easier biopsies.

The new stereotactic biopsy unit allows radiologists to take samples of questionable breast masses with relative ease, reducing the need for patients to return for another procedure in the operating room. While patients may feel a little pain afterward, most are able to leave the hospital within an hour. The procedure minimizes scarring and can reduce costs.

Spiral CT Scanner

Physicians use CT scanners to look inside the skull, chest, abdomen, pelvis, joints, arteries and other areas of the body. Washington's new spiral CT scanner provides faster tests for patients, improved accuracy, higher quality images (including three dimensional), and non-invasive techniques for examining areas which formerly required invasive measures.



Radiographic Fluoroscopy

Unlike the traditional x-ray, radiographic fluoroscopy shows a live image of the body. Comparing the two techniques is like comparing a photograph to a movie. The technology allows physicians to study physiological movement, such as gastrointestinal, urinary and vascular functions. The new equipment is 30 to 40 percent faster than older models and requires much less radiation. It also uses what is called a "floating table" that allows radiologists to get the angle they need without moving the patient too much.

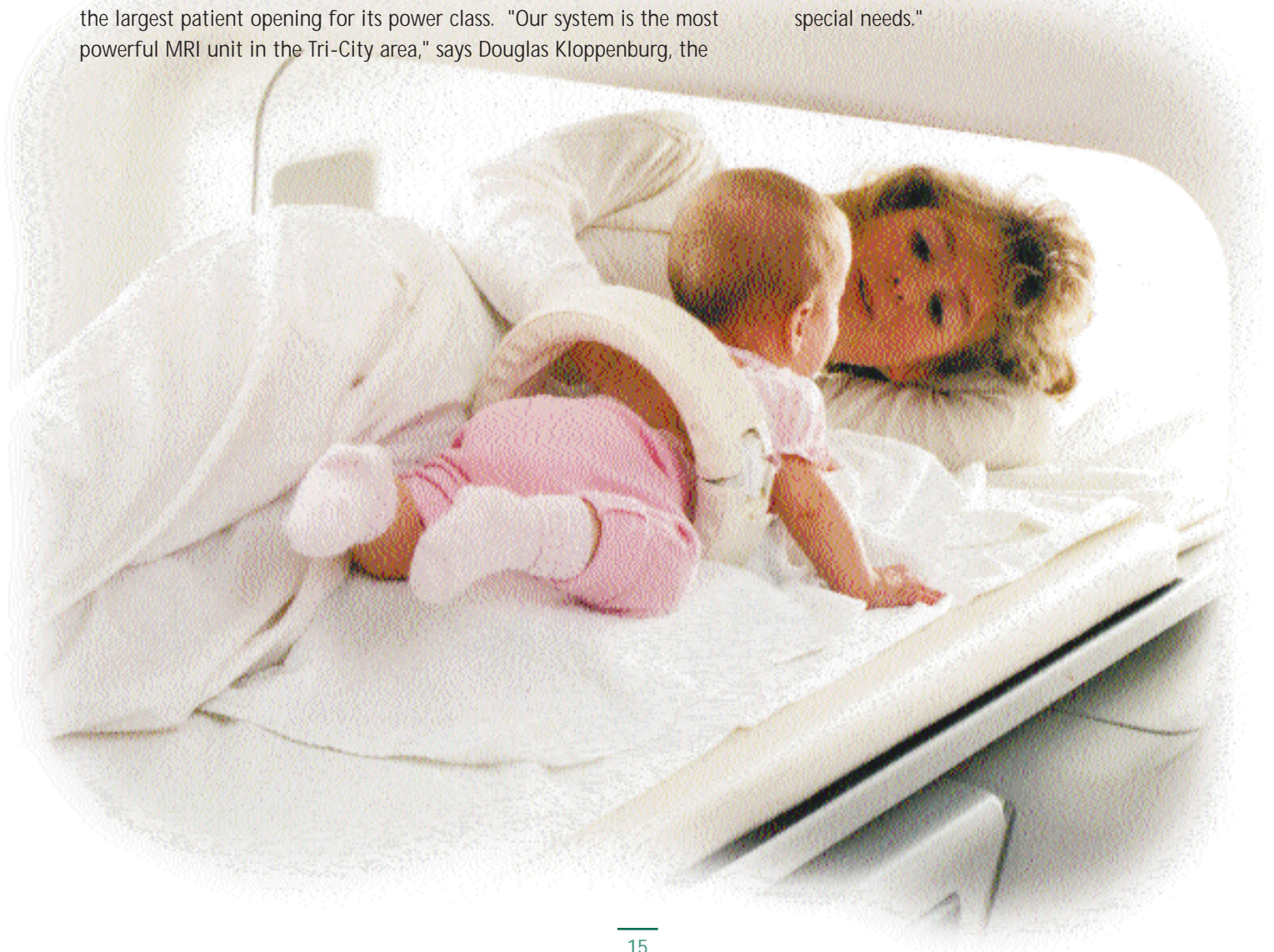
MRI

When Alliance MRI and Washington Hospital joined forces, it added a completely new capability to the imaging services of the hospital. The unit, conveniently located adjacent to the Emergency Room, provides radiologists with a powerful tool to view a patient's brain, spine, joints, blood vessels and other areas.

Magnetic Resonance Imaging (MRI) is a non-invasive diagnostic tool that allows physicians to take extremely clear, digital pictures of a patient's interior body. Washington's 1.5 Tesla General Electric MRI system features the largest patient opening for its power class. "Our system is the most powerful MRI unit in the Tri-City area," says Douglas Kloppenburg, the

imaging manager for Alliance MRI at Washington Hospital. "It offers increased patient comfort and performs scans in about half the time of older models. More importantly, however, is the powerful scanning capabilities and image clarity of the unit."

Mr. Kloppenburg continues, "For our patients who are claustrophobic or large framed, we've also added a state-of-the-art mobile 'open MRI' unit. Our open MRI can accommodate patients up to 450 pounds, and pediatric patients can even be imaged with a parent, as both child and parent can comfortably fit within the spacious system. Our in-house MRI offers superior power and imaging, but our open unit allows us to accommodate our patients who have special needs."



Dynamic Heart Program Ranked Among Nation's Best

Heart disease is the leading cause of death in Alameda County. The same is true of the entire nation. Receiving high quality, effective care for the body's hardest working muscle can mean the difference between life and death.

That's why it's good to know a top cardiac care center is nearby at Washington Hospital—today's most advanced, comprehensive heart program in the area.

From cutting-edge diagnostic equipment and interventional services, to the latest in surgical procedures and cardiac rehabilitation, Washington Hospital has invested millions of dollars into its heart program to provide patients with a full continuum of high quality care. The result is a heart program recognized by HCIA Inc., which ranked Washington's Interventional Cardiology Services as one of the Nation's Top 100 Programs. HCIA, an industry leader in the management of health care data, made the announcement in 1999.

Washington Hospital is the only facility in Alameda County to make the Top 100 ranking. In all of California, only 14 hospitals made the list.

"Since its inception, our coronary interventional program has always exceeded national benchmarks for patient outcomes," says Pat Ash, senior director of Cardiovascular Services. "Our catheterization labs have served a high volume of patients with a wide range of diagnoses over the years, with exceptional outcomes. We've always maintained a high quality program."

Washington Hospital is the only facility in Alameda County to make the Top 100 ranking. In all of California, only 14 hospitals made the list.

"What's interesting to note," adds Ms. Ash, "are the dramatic differences between facilities across the nation. There are definitely different levels of care and outcomes according to where you go."

The study concluded, for example, that when patients seek care at one of the Top 100 facilities, the following results



The Washington Hospital Medical Staff's cardiologists are given much of the credit for the hospital's program being ranked as one the Top 100 in the U.S. They are joined by Pat Ash, R.N., senior director of Cardiovascular Services (far left, front row). The cardiologists are (l to r, front row): Evelyn Li, Kwan-Sian Chen (holding award), G.S. Reen, Zulfiqar Ali, Aditya Jain; (l to r, middle row) Rajesh Suri, Karim Hussain, Rohit Sehgal, Timothy Tsoi, Ash Jain; (l to r, back row) Steven DeGalan, Gopala Kolluru, David Berke, Romesh Japra and William Nicholson.

are expected for patients undergoing coronary artery bypass graft or angioplasty (based on the study of Medicare patients):

- Mortality rates improve by 25 percent
- Complication rates improve by 20 percent
- The average patient's hospital stay is shortened by seven to 17 percent

Additionally, HCIA found that not only were the Top 100 hospitals' outcomes notably superior, but the patients they treated also suffered more complicated health problems.

"It is clear that our District's mission to reinvest in and improve upon patient care services is absolutely necessary in the continued provision of top health care services for our community," says Washington Chief Executive Officer Nancy Farber. "In this case, our ability to offer the latest cardiac technology and attract top cardiologists has allowed us to develop a nationally-respected cardiac program right here in the Tri-City area."

Advanced Joint Replacement Center Helps Hundreds

The Washington Center for Joint Replacement made the news this past year for several good reasons.

- Most importantly, since opening in January 1999 it has helped hundreds of patients get back on their feet after years of pain.
- It brought to our local residents a new program that is nationally recognized for its progressive services and is a member of the Joint Care Centers of America.
- It is comprised of a team of highly skilled orthopedic surgeons, registered nurses and physical therapists who are all specially trained for joint replacement patients.
- It has brought a new concept of care for joint patients in the form of a state-of-the-art, comprehensive program that provides care from diagnostics and surgery, to rehabilitation and patient education.

The Joint Replacement Center, which serves as a referral program for the greater Bay Area, features advanced surgical facilities and techniques, as well as a separate unit in which its patients recover and rehabilitate. "Unlike most patients in a hospital, we don't consider our joint patients as sick patients," says Dr. John Dearborn, the center's medical director. "Our philosophy is that they are well patients who just happen to need a new joint. Our center offers a separate, more peaceful unit for these patients, and they enjoy the camaraderie of rehabilitating with fellow joint patients."

Each of the center's surgeons has received years of specialized training from top medical schools and residency programs in the field of orthopedic surgery. The surgeons are Drs. Steven Avon, John Dearborn, Jan Henstorf, John Juareguito and Daniel Morgan.

If you would like more information about the program or its free community class on joint pain, or if you would like a referral to one of the center's surgeons, please call our Health Connection service at (800) 963-7070.



Each of the center's surgeons has received years of specialized training from top medical schools and residency programs in the field of orthopedic surgery. The surgeons are Drs. Steven Avon, John Dearborn, Jan Henstorf, John Juareguito and Daniel Morgan.

Districts Collaborate to Offer New Curriculum

Students at Ohlone College can now pursue an exciting new avenue in health care thanks to another collaborative effort between Washington Township Health Care District and the Fremont/Newark Community College District.

With an \$85,000 grant from Washington Hospital, the college launched a new Physical Therapist Assistant Program in the fall of 1998 at its Newark campus.



From left: John Kavas (director, Washington Outpatient Rehabilitation Center), Nancy Farber (CEO, Washington Hospital), Floyd Hogue (president, Ohlone College) and Don Chu, Ph.D., (director, Ohlone College Physical Therapist Assistant Program) are all smiles at the open house celebration of Ohlone's new program.

One of the first people to brainstorm the idea of a physical therapist assistant program was John Kavas, director of the Washington Outpatient Rehabilitation Center, who had grown increasingly frustrated with the shrinking pool of qualified candidates for open positions at the center. "John Kavas brought the idea to the Washington Township Health Care District Board, and we felt it was a great program to support," explained board member Don Pickinpaugh.

Physical therapy is the treatment of muscular and skeletal disorders. Students in the Ohlone program learn to help physical therapists administer treatment to patients. Renowned sports injury specialist Don Chu, Ph.D., who brings more than 20 years of experience to the program, directs the two-year curriculum. He has taught at Stanford and Cal State Hayward, in addition to serving as a trainer to the U.S. Olympic Synchronized Swim Team.

This is not the first time Washington and Ohlone have worked together for the good of the community. Much of the credit for Ohlone's highly respected nursing program as well as the opening of its popular Student Health Center is due to the willingness of both the Health Care District and College District to collaborate on programs that meet the needs of the whole community.

Library Quenches Community Thirst for Health Care Knowledge

When the Washington Community Health Resource Library began offering free bone density screenings to the public in the fall of last year, hundreds of interested visitors took advantage of the test in the first week alone. Since then, well over 1,000 local residents have received the screening, which helps detect a person's risk for osteoporosis.

It's just one of the many ways in which the library is meeting the community's search for relevant, accurate health care information.

The library, which opened in 1998, offers visitors a full array of multi-media information and resources, including:

- Extensive collection of consumer-friendly books, periodicals and magazines
- Medical reference books and journals
- Special sections for children, families and seniors
- Video and audio libraries
- Free computer and Internet access

Protecting Newborns From the Dangers of Fire

Washington Hospital and the City of Fremont Fire Department kicked off a unique program in 1999 to encourage fire safety throughout the District in the homes of all babies born in the hospital's Birthing Center.

"We are excited to collaborate with the fire department on such an important safety issue for our newborns and the community," says Washington Chief Executive Officer Nancy Farber.

This joint program, believed to be the first of its kind in the state, will install free smoke detectors in the rooms of every newborn delivered at the hospital. All it takes is a phone call from an interested parent. Considering Washington delivers nearly 2,500 babies each year, this could keep Jack Maguire and Sonny Rath, volunteers at the fire department, very busy. "We don't mind being busy. We just want to make sure the detectors get installed and are functioning," says Mr. Maguire. "It's worth our effort to know there's a smoke detector in every new baby's room."

In 1997, fire departments in the United States responded to 1,795,000 fires that had

some tragic outcomes—every 130 minutes someone died, and every 22 minutes someone was injured. Fires in the home

"We are excited to collaborate with the fire department on such an important safety issue for our newborns and the community."
Washington CEO Nancy Farber

- Special subscription-based medical databases
- Resources for people with special mobility, visual or hearing needs
- Resources in multiple languages
- Information on regional health resources
- CancerHelp, a touch-screen computer system with up-to-date cancer information in English and Spanish

The library is free and open to the public. If you are 15½ or older and have a California driver's license, driver's permit or



After the birth of their son Timothy, Jerry and Emily Sung received a free fire safety packet from Fremont Fire Department volunteers Jack Maguire and Sonny Rath.

accounted for 83 percent of all deaths and 78 percent of the injuries. Fortunately, by having smoke detectors in your home, you can cut your family's risk of injury in half.

As part of the collaborative project, Washington's Birthing Center nurses distribute the smoke detector certificates and fire safety brochures to all new parents. "We want to work together with the new parents, to ensure that their homes are fire safe when they take their new babies home," say Fire Chief Daniel Lydon and Ms. Farber in a letter to each new parent.

California ID card, you can become a member of the library. As a member, you are allowed to check out books, videos and audiotapes. Members also get the added benefit of home access to the library's special on-line search engine for full-text magazine articles regarding health.

The library is open from 10 a.m. to 6 p.m., Monday through Friday. On Saturdays, it is open from 10 a.m. to 1 p.m. And every Tuesday night, the library stays open until 8 p.m. For more information, you can call the library at (510) 494-7030, or you can visit its on-line branch at www.whhs.com.

1998 - 1999 Financial Statement

Fiscal year beginning July 1, 1998, ending June 30, 1999.

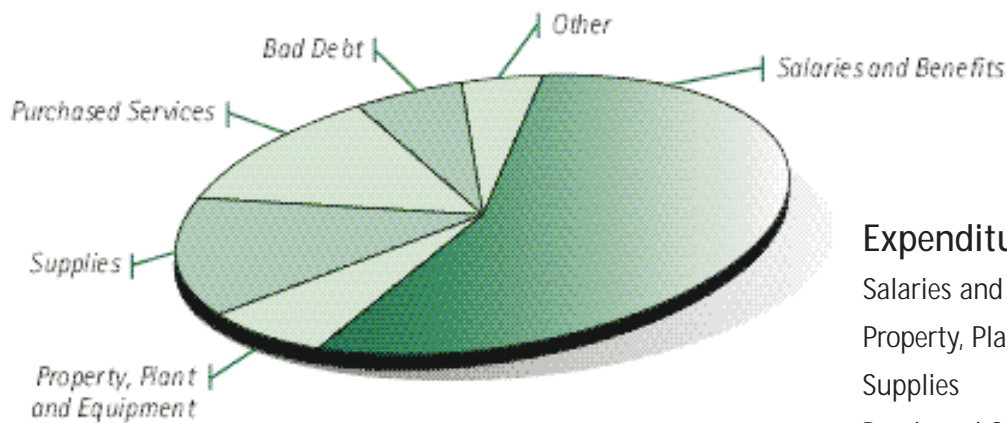
Dollar amounts represent thousands.

Balance Sheet

	98 - 99	97 - 98	96 - 97
Current Assets	33,545	31,120	28,486
Assets Limited as to Use	140,526	102,954	121,477
Property, Plant and Equipment	87,238	84,236	72,914
Other Assets	12,611	12,587	8,716
Total Assets	\$273,920	\$230,897	\$231,593
Current Liabilities	31,369	30,444	27,732
Long-Term Debt	87,184	58,001	59,081
Long-Term Liabilities	10,687	9,548	29,903
Fund Balance	144,680	132,904	114,877
Total Liabilities And Fund Balance	\$273,920	\$230,897	\$231,593

Income Statement

	98 - 99	97 - 98	96 - 97
Net Patient Service Revenue	151,472	137,512	130,563
Other Revenue	7,611	6,812	6,499
Total Operating Revenue	\$159,083	\$144,324	\$137,062
Salaries and Benefits	82,400	73,527	71,122
Other Expenses	62,363	55,426	53,027
Total Operating Expenses	\$144,763	\$128,953	\$124,149
Excess of Revenue Over Expenses	\$14,320	\$15,371	\$12,913

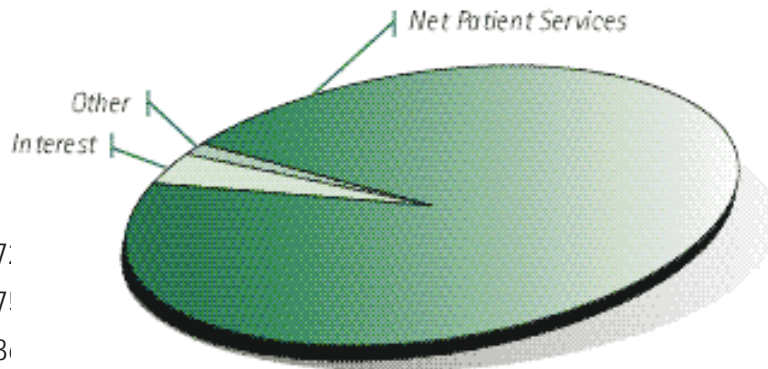


Expenditures

Salaries and Benefits	\$82,400
Property, Plant and Equipment	\$11,054
Supplies	\$21,460
Purchased Services	\$18,038
Bad Debt	\$8,241
Other	\$6,307

Revenues

Net Patient Services	\$151,470
Interest	\$ 5,470
Other	\$ 2,130



Statistics

	98 - 99	97 - 98	96 - 97
Admissions	13,984	13,560	13,031
Days	60,237	59,155	55,522
Deliveries	2,502	2,380	2,410
Surgery Cases	3,261	3,130	3,156
ER Visits	41,864	42,311	42,146
Physicians on Staff	362	353	345

Caring for the Community

Washington Township Health Care District provides many benefits to the community. One direct benefit that receives little notice is the health care that is provided for free or for which the District is not fully compensated.

In the past year alone, Washington provided nearly \$13 million in health care to the community's medically indigent population and an additional \$3 million for unpaid medical costs and other expenses.

Small & Large...

As we enter the new decade, century and millennium we look back at the significant changes that have taken place in health care during the past 40 to 50 years. Washington Hospital Healthcare Foundation, now in its 17th year, is proud to have been a part of the growth that has taken place at Washington Hospital during the past two decades. Our Mission is to provide financial support to Washington Hospital and to increase awareness of health care within the Washington Township Health Care District.



Keith Poch
Foundation President

"I would like to thank all of the individuals who have donated their time, talent and resources to our organization. The Tri-City area greatly benefits from the contributions of these fine individuals."

Through the years that mission has been realized as generous individuals and community businesses have contributed more than \$5 million toward important health care services and equipment. Events such as the Top Hat Dinner Dance, Gene Angelo Pessagno Golf Tournament, Medical Musicales, and Tree of Angels have provided funding for many new and meaningful health services and equipment, such as:

- Radiation Oncology
- Cardiac and Pulmonary Rehabilitation
- State-of-the-art surgical laser
- Level II nursery services
- Washington Community Health Resource Library

In addition, funds have been raised for local hospice care for the terminally ill, the emergency room and critical care units, as well as cardiac and cancer services.

All those who give, be the gift large or small, monetary or in-kind, of time or talent, combine to make up the many friends of Washington Hospital. Every gift will make a difference in the quality of care that Washington Hospital can offer to its patients.

During the past year many local businesses, such as Lam Research, Fremont Bank, VALIC, and Union Bank of California, have provided significant funds through corporate sponsorships and major gifts. The Washington Hospital Service League and Washington Hospital Employees' Association have also made major contributions to the Washington Hospital Healthcare System.

Every gift counts

To promote literacy, Parkmont Elementary School of Fremont donated a basketfull of Dr. Seuss children's books to Washington Hospital on March 2, Dr. Seuss' birthday. Principal Nancy Curteman and PTA Vice President Dawn Tschaen said they hoped that the children's books would remind the hospital's new parents of the importance of reading to their children and would encourage the children to develop good reading habits in the future.

When the new Washington Community Health Resource Library opened, it contained only nine books on dentistry. The Southern Alameda County Dental Society, its auxiliary and the Washington Hospital Dental Services saw a need and filled it. Together, they donated over \$2,500 earmarked for the purchase of specific books and educational resources related to dental health.



Gifts come in all sizes...

Today the Washington Community Health Resource Library has an excellent dental section thanks to The Southern Alameda County Dental Society, its auxiliary, and the Washington Hospital Dental Services.

Every Gift Counts



Today, thanks to their proactive attitude, the library has an excellent dental section.

Following the hospitalization of one of their students, the parents and teachers of Planet Avant!, the day care center for employees of Fremont's Avant! Corporation, decided to donate two large boxes of new toys and books for Washington Hospital's smaller patients in the Pediatric Unit. Angela Brower, lead teacher of the infant department, delivered the special packages during National "Week of the Young Child."

Washington Hospital Healthcare System has been successful because of its dedication to the community it serves, strong local leadership, stable management, and the support of the community. The Washington Hospital Healthcare Foundation shares that heritage of outstanding volunteer leadership and community support.



Gifts come in all sizes...

Parkmont Elementary School donated Dr. Seuss children's books to new parents at Washington Hospital on March 2 to promote literacy and to celebrate the author's birthday.



The approaching millennium gives us a wonderful opportunity to look to the future with great optimism. We can only begin to predict and scarcely dream of the vast changes that are sure to take place in the decades ahead. Advanced technology will result in new and better equipment. Diagnostic and treatment procedures will continue to be enhanced. And staff, patient and community education will be more important than ever before.

The Mission of the Washington Hospital Healthcare Foundation is sure to be as important and relevant in the 21st century as it has been in the last two decades of this millennium.

Gifts come in all sizes...

Planet Avant!, the day care center for employees of Fremont's Avant! Corporation, donated new toys and books to the hospital's Pediatric Unit.

Board of Directors

Washington Township Health Care District Board Officers 2000



Benn C. Sah, MD
Position: President
Elected: November 1998
Occupation: Physician
Ear, Nose and Throat Specialist
2557 Mowry Ave., #30
Fremont, CA 94538



Eduardo Kneler, MD
Position: First Vice President
Elected: November 1996
Occupation: Physician
Obstetrician / Gynecologist
2287 Mowry Ave., #C
Fremont, CA 94538



Michael J. Wallace
Position: Second Vice President
Elected: November 1998
Occupation: Bank President
Fremont Bank
39150 Fremont Blvd.
Fremont, CA 94538



William F. Nicholson, MD
Position: Secretary
Elected: June 1998
Occupation: Physician
Cardiologist
2557 Mowry Ave, #33
Fremont, CA 94538



Don Pickinpaugh
Position: Treasurer
Elected: November 1998
Occupation: Real Estate Broker
40099 Paseo Padre Pkwy.
Fremont, CA 94538

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

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Washington Hospital Healthcare System
2000 Mowry Avenue
Fremont, CA 94538-1716
Phone: (510) 791-3417
Fax: (510) 745-6427

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

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Frank E. Smith
Editor and Art Direction

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