

HealthSigns



2015-2016 ANNUAL REPORT EDITION

Winter 2016

The Future Takes Shape

Larger, more advanced Critical Care Pavilion to open in 2018



Morris Hyman Critical Care Pavilion
Opening 2018

Awards and Recognition

Magnet® Status by the American Nurses Credentialing Center

Washington Hospital has been honored with Magnet recognition for the second time in a row by the American Nurses Credentialing Center, which recognizes the very best health care organizations nationwide for superior patient care, nursing excellence and innovations in professional nursing practice.

Distinguished Hospital Award

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

Top 10 Percent in Nation for Patient Safety

Washington Hospital has been named among the top 10 percent in the nation for Patient Safety for two years in a row.

Excellence in Emergency Care

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

Five-star Rating for Treatment of Heart Attacks

Washington Hospital received a five-star rating from Healthgrades for its treatment of heart attacks for two years in a row.

Excellence in Obstetrics

Washington Hospital has been recognized by Beta Healthcare Group for its Quest for Zero quality initiative in Obstetrics. Quest for Zero is a risk reduction program to improve patient safety.

Cancer Care Outstanding Achievement

Washington Hospital has received three-year reaccreditation from the American College of Surgeon's Commission on Cancer, which includes the Outstanding Achievement Award. The accreditation acknowledges Washington Hospital's Cancer Program for achieving excellence in providing quality care to cancer patients.

Breast Imaging Center of Excellence

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

Orthopedic Surgery Excellence Award

America's 100 Best Hospitals for Orthopedic Surgery
As a recipient of the Orthopedic Surgery Excellence Award for the third year in a row, Healthgrades named Washington Hospital one of America's 100 Best Hospitals for Orthopedic Surgery and ranked it among the top 5 percent in the nation for overall orthopedic services.





**Joint Replacement Excellence Award
Top 5 Percent in the Nation
America's 100 Best Hospitals for
Joint Replacement Surgery**

For 11 consecutive years, Washington Hospital has been a recipient of the Healthgrades Joint Replacement Excellence Award, earning it a place among the top 5 percent in the nation for joint replacement as one of America's 100 best hospitals for joint replacement surgery.

**Five-star Designation for Total Hip and
Total Knee Replacement**

Washington Hospital received a five-star designation for total hip replacement for the 14th year in row, and total knee replacement for the 12th year in a row.

**America's 100 Best Hospitals for General Surgery
General Surgery Excellence Award**

Healthgrades named Washington Hospital one of America's 100 Best Hospitals for General Surgery for the fourth consecutive year, ranking it within the top 5 percent in the nation for general surgery and earning it the esteemed General Surgery Excellence Award for the third year in a row.

Five-star Rating for Esophageal and Stomach Surgeries

For the fourth consecutive year, a five-star rating was awarded to Washington Hospital by Healthgrades for its esophageal and stomach surgeries.

Five-star Rating for Sepsis Treatment

Washington Hospital is a recipient of Healthgrade's five-star rating for sepsis treatment for three years in a row.

For a complete list of awards, visit whhs.com/about/awards.

MISSION STATEMENT

As the local Health Care District, our mission is to meet the health care needs of the District residents through medical services, education and research.

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

- ◆ Identifying and assessing community health care needs.
- ◆ Developing mechanisms to respond to the identified need within the financial capabilities of the District.
- ◆ Committing to a culture of patient safety and accountability.
- ◆ Adopting identified best practices.
- ◆ Providing access to high quality, cost-effective health services through an integrated delivery system.
- ◆ 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



Washington Township Health Care District

From the Chief Executive Officer



*Nancy Farber
Chief Executive Officer
Washington Hospital
Healthcare System*

Magnet® recognition and the ongoing growth of our relationship with UCSF for the benefit of our residents are among Washington Hospital's many achievements this past year.

We again have been recognized for nursing excellence in clinical practice and for providing the highest level of patient care by the American Nurses Credentialing Center (ANCC), which has recognized the Hospital as a Magnet organization for another four years.

Magnet recognition is the highest level of honor granted by the ANCC and is nationally and internationally known as the gold standard for nursing excellence. We first earned Magnet recognition in 2011, and we are only the fifth hospital in the Bay Area and only one of 30 hospitals in California to achieve this status. To date, only 7.8 percent of all U.S. hospitals have earned Magnet recognition.

We congratulate our entire Washington Hospital family including nurses, employees, volunteers and physicians — who work each day to meet our Patient First Ethic.

Our ongoing relationship with UCSF continues to benefit residents. This strategic affiliation provides Tri-City Area residents with the best of what a community-based hospital and academic medical center has to offer: high-quality and specialized health care in an accessible, service-oriented environment. Our patients benefit from our community physicians working together with UCSF physicians, providing the highest level of care and the resources of an academic center in one's own community.

Today, Washington Township residents have access to UCSF's renowned specialty services: neonatal, perinatal and pediatric care; genetics counseling; and advanced heart failure and liver transplant services, as well as access to specialized physicians through a UCSF Specialty Care Clinic located adjacent to our Hospital.

Looking to the year ahead, we will continue to work with UCSF to expand programs for the benefit of our residents. And we will continue to achieve the highest levels of care for our residents, both patients in our Hospital and those in the community. The support of you, our community members, has been and continues to be essential to our ongoing success.

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

Nancy Farber
Chief Executive Officer

From the Chief of Staff

Washington Hospital physicians and allied health professionals work with nurses to provide the very best medical care for Washington Township Health Care District residents. Our medical staff meets the highest standards of care and the Hospital's administration provides us with the tools to do our very best work.

The medical staff continues to grow with 582 physicians and allied health professionals on staff covering an extensive range of medical specialties. Almost all physicians are board certified in their respective fields. This staff of highly qualified physicians means patients can make convenient appointments with a physician in any specialty and receive timely, quality care.

Our doctors and specialty practices have been winning the highest accolades for the past several years. The most recent 2017 Healthgrades Five-Star Awards highlight the outstanding medicine our physicians offer in the areas of joint replacement, general surgery, orthopedic surgery, esophageal/stomach surgeries, the treatment of sepsis and heart attacks, and patient safety.

Washington Hospital is also a recipient of Healthgrades Distinguished Hospital Award for Clinical Excellence. Healthgrades, the leading online resource for consumers, evaluated nearly 4,500 hospitals nationwide for their awards. Five stars is the highest award the organization offers.

Further, our Community Cancer Program has been recognized for sustaining quality in cancer care for the past nine years, earning the prestigious National Outstanding Achievement Award from the American College of Surgeons' Commission on Cancer. We are only one of two hospitals in the Bay Area to maintain such an outstanding level of care for so long.

These independent measurements further highlight the highest quality of care offered by our Hospital's medical staff and allied health professionals.

Another aspect of Washington Hospital's excellent care is WeCare, our electronic medical record system. It is "portable" in that it is the same type of electronic medical record system used by many doctors and all major hospital systems throughout the Bay Area. This means medical records of patients from other hospitals are readily available to our physicians and allied health professionals, eliminating delays in obtaining records and providing care.

WeCare is secure; it protects a patient's privacy. Through MyChart, another piece of our system, patients can access their own records at any time. Patients can send messages to their physicians, look at recent test results and ask for prescription renewals. It enhances communication among health care professionals, decreasing redundant ordering of medical tests. It helps us streamline patient care, monitor compliance with important care processes and, most importantly, prevent errors.

Our medical staff and Hospital administration's commitment to our Patient First Ethic is reflected in the achievements of this past year. Physicians and other health care providers continue to look to Washington Hospital as an institution where they can provide excellent care to their patients.



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



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



Washington Township Health Care District

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Nancy Farber, Chief Executive Officer

Board of Directors

*Patricia Danielson, RHIT
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Michael J. Wallace*

During this past year, construction has begun on our long-awaited Morris Hyman Critical Care Pavilion. The view of the new building emerging behind the Hospital is particularly exciting and rewarding for all of us who have worked so long and hard to get to the actual build of the Critical Care Pavilion.

The Critical Care Pavilion is a particularly important addition to the Washington Hospital complex as it is key to our capability to provide expanded emergency and critical care services to our patients.

The new building will house a long-needed larger emergency department, a state-of-the-art intensive care unit and an advanced coronary care unit. The new emergency department will be approximately four times the size of the current one, which was built more than 50 years ago and intended to serve 16,000 patients a year. Currently, more than 50,000 patients annually arrive at our emergency room, second only to Highland Hospital in Oakland in terms of volume in Alameda County.

With this new, larger emergency department, we plan to apply to become a Regional Trauma Center. This will mean residents who require trauma-level care can receive their care right here at our Hospital and will not have to leave the community.

As a Cardiac Receiving Center and a Stroke Receiving Center, we are able to care for critically ill patients here rather than having them travel to other medical facilities outside the community.

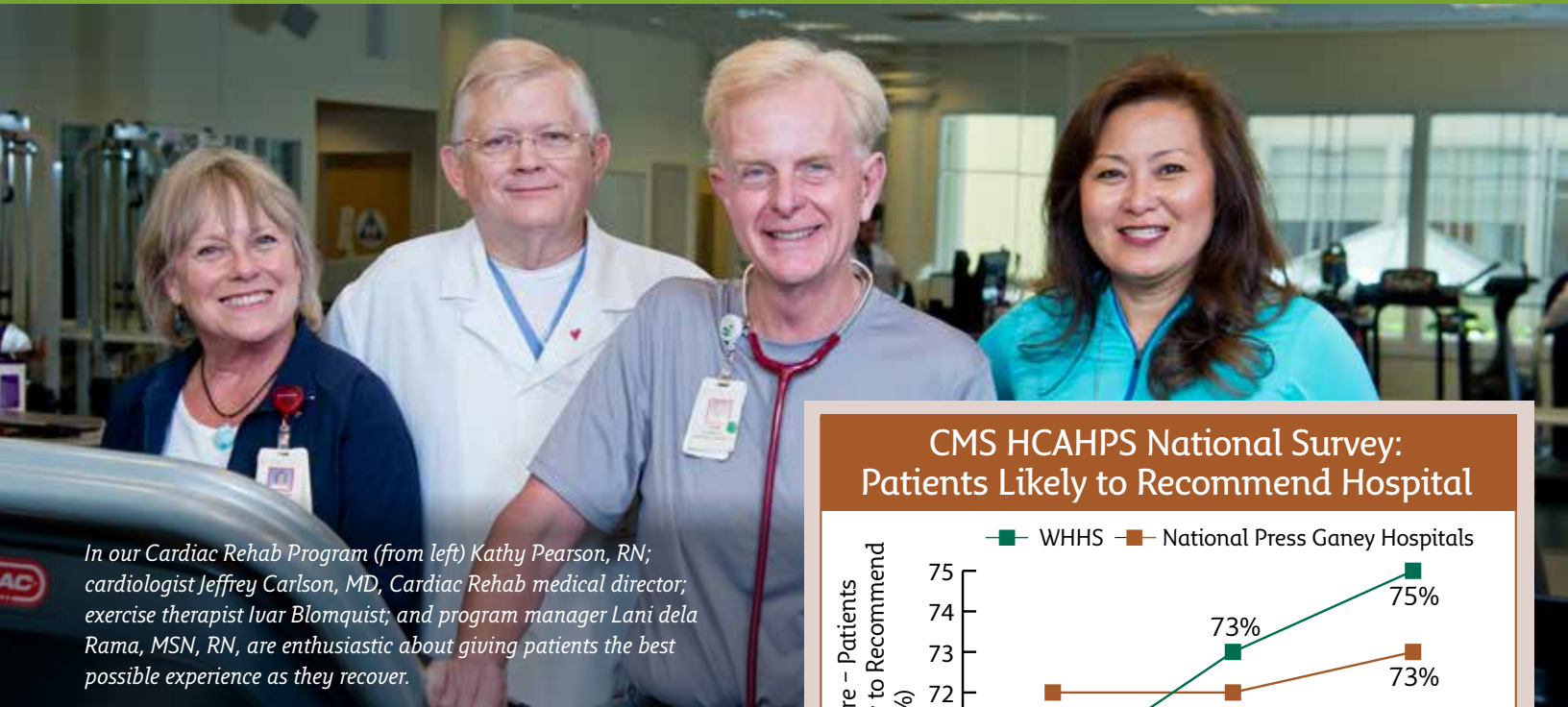
The pavilion will provide expanded space for critical care, with 48 beds as compared to the current 28-bed capacity. All the rooms will be private and larger in size. The building also will provide space for an additional 68 private medical/surgical beds and adjacent support space.

As our health care system grows to meet the needs of the community, we continue to look for more space to house medical services and programs while, at the same time, working to achieve cost efficiencies and convenience for district residents.

The Washington Township Health Care District Board of Directors

Our Patients Are the Experts

How we improve health outcomes by learning from patients



In our Cardiac Rehab Program (from left) Kathy Pearson, RN; cardiologist Jeffrey Carlson, MD, Cardiac Rehab medical director; exercise therapist Ivar Blomquist; and program manager Lani dela Rama, MSN, RN, are enthusiastic about giving patients the best possible experience as they recover.

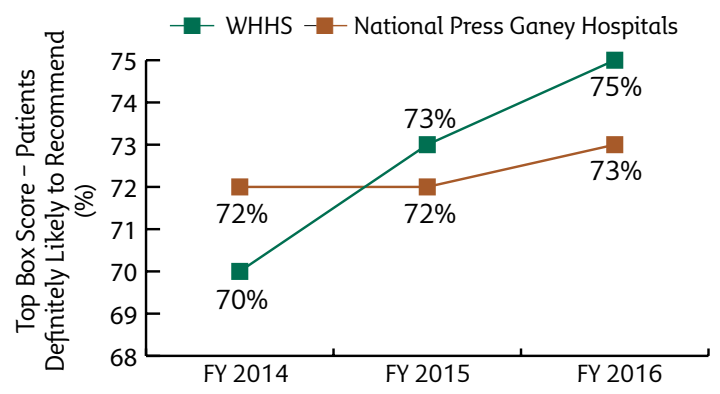
Washington Hospital is proud of our high standard of safety and quality medical care. But, when it comes to feeling well cared for, our patients are the experts. Our Patient First Ethic unites us in listening to and learning from patients about how they want to be cared for. Studies show, when patients are happy and satisfied with their experience, their overall health outcome improves.

Led by our hospital-wide Patient Satisfaction Task Force, we continually seek better ways to give patients in our inpatient and outpatient care units the best possible experience. For example:

- **Patient rounding** — By asking and listening to patients every day, we get real-time feedback on whether we are doing the right things to give them the experience they want.
- **Patient surveys** — We mail a scientifically developed survey to randomly selected patients after they leave the Hospital. Survey results are shared with our patient units as a measure of progress and basis for improvement.
- **GUIDES** — Staff throughout the Hospital use this communication tool that supports giving patients what they desire: the utmost respect, safety, comfort and privacy.

Staff in our Cardiac Rehabilitation Program have been focusing efforts on teamwork, ongoing communication and building long-term relationships with patients. As a

CMS HCAHPS National Survey: Patients Likely to Recommend Hospital



Since 2014, an independent Press Ganey satisfaction survey of our patients has shown that the percentage who say they are “definitely” likely to recommend our Hospital has been on the rise. This percentage has been above the national Press Ganey average for the last two years.

result, the unit’s patient satisfaction levels have increased substantially over the last two years. The likelihood of patients to recommend Washington Hospital’s Cardiac Rehab Program was consistently higher than other national Magnet hospitals over the past fiscal year.

Changes that have earned Cardiac Rehab patient approval include:

- Therapists spend more time with patient during workouts, building relationships and teaching them how to use the gym equipment.
- The staff reinforces patient learning on a range of cardiac health topics, including target heart rate and nutrition.
- The exercise therapist motivates patients by changing their gym routine and safely increasing the intensity of work-outs.

*CMS = Centers for Medicare & Medicaid Services

**HCAHPS = Hospital Consumer Assessment of Healthcare Providers and Systems

Extending Interventional Care

Clinic enhances all stages of care for IR patients



Interventional radiologist Bruce Lin, MD, and physician assistant Chelsea Joshi take time in the Vascular and Interventional Radiology Clinic to educate patients about the safest, least invasive, most effective treatment for their condition.

Today, one of the fastest growing fields of medicine is called Vascular and Interventional Radiology (VIR), often known as IR. Using guided medical imaging, doctors steer tiny instruments through a patient's arteries or veins to diagnose and treat problems in every organ system of the body. It is a nonsurgical, minimally invasive alternative to open surgery.

At Washington Hospital, our comprehensive program includes a clinic where specially trained physicians apply imaging technology to pinpoint a patient's problem. Then, they identify the safest, least invasive, most effective treatment option. The doctor performs the appropriate intervention in a special imaging suite.

"We have an expanding array of techniques and tools to treat a wide variety of diseases from vascular problems, chronic pain, cancer and migraine headaches to fibroids," explains vascular and interventional radiologist Bruce Lin, MD.

Clinic doctors often collaborate with other specialists. The treatment plan sometimes requires monitoring and managing the patient's condition over time.

"From diagnosis to follow up, it's very rewarding to build long-term relationships with our patients as they progress through treatment," Dr. Lin adds.

As more people in the Tri-City Area learn about the benefits of VIR, our program has grown. In two years, the number of patients we treat annually has more than doubled.

Our program's wide range of services includes care for painful, complex musculoskeletal problems not responding to traditional treatment. We have an arsenal of image-guided therapies to help sort out a patient's layers of pain and zero in on the best way to bring relief. Our program was also selected as one of 20 sites nationwide to participate in the EVOLVE trial for kyphoplasty to treat painful spinal compression fractures.

Another of our VIR specialties is minimally invasive treatment for vascular disease, including complex arterial disease and debilitating vein problems, such as leg pain, varicose veins and blood clots.

Winning the Wound Care Battle

Using powerful weapons to help patients heal

Medical Director Prasad Kilaru, MD, and certified wound care nurse Kelly Van, BSN, RN, are part of the comprehensive, highly trained team of experts in the Center for Wound Healing and Hyperbaric Medicine.



The nurses and doctors at the Washington Center for Wound Healing and Hyperbaric Medicine have a singular mission—getting patients better by healing even the most stubborn wounds.

“Everyone on our team has extensive training and experience,” says plastic surgeon Prasad Kilaru, MD, the center’s medical director. “We are totally committed to winning the fight against wounds, and our excellent healing rates reflect this.”

The healing rate for patients at the center is higher than the national average for similar programs. We are also recognized for nursing excellence and superior patient care. Recently, our program was recognized by Magnet surveyors for wound care by the respected American Nursing Credentialing Center’s Magnet Recognition Program.

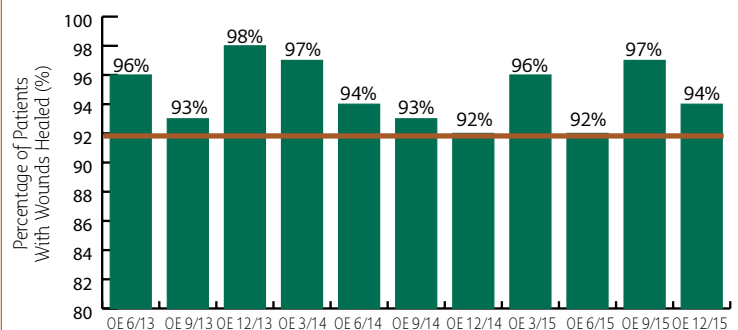
The center’s dedicated nursing staff includes nurses with special certification in wound care, and all nurses take extra time to teach patients about their condition and treatment.

“Wounds can recur, and education is key to making sure they don’t,” explained wound care nurse Kelly Van, BSN, RN.

Doctors at the center are extremely qualified, representing all the various wound care-related specialties. Physicians who refer their patients to the center are considered part of the team and are kept apprised of their patient’s progress. Once a wound has healed, the patient returns to the care of their personal physician.

In the fight to heal wounds, one of our major weapons is hyperbaric oxygen therapy. This method quickly and safely delivers high concentrations of oxygen to a patient’s bloodstream, helping to increase the body’s own natural wound-healing abilities.

Washington Hospital Outpatient Overall Wound Healing Rate



Our overall wound healing rate for outpatients is higher than the National Wound Healing Benchmark of 92%.

Advancing Heart Care

Teaming up for top-level cardiac surgery close to home

Besides being Washington Hospital's Medical Director of Cardiac Surgery, Ramin E. Beygui, MD, is on the faculty of UCSF Medical Center. He is board certified in cardiothoracic surgery, vascular surgery and general surgery.



Since it began in 2013, Washington Hospital Healthcare System's groundbreaking collaboration with the renowned UCSF Health has brought high-level medical services to residents in the Tri-City Area. People now have access to advanced care from top specialists in heart failure, liver transplantation, cancer genetics, pediatric surgery and neonatal intensive care—all without having to travel outside the area.

Recently, the two hospitals launched a new relationship in the field of cardiac surgery. The program combines Washington Hospital's sophisticated facilities and dedicated, highly qualified physicians and nursing staff with UCSF's respected cadre of cardiac surgeons and specialists performing surgery and consultation on-site.

"Our collaboration gives the community direct access to a level of specialized cardiac care rivaling the most advanced academic medical centers in the country," says cardiac surgeon Ramin E. Beygui, MD, a member of the faculty at UCSF Medical Center and Washington Hospital's medical director of Cardiac Surgery.

Surgeons perform procedures in the Hospital's dedicated cardiovascular operating room, supported by a cardiovascular surgery anesthesiologist who is available 24/7. The surgical team performs a range of sophisticated procedures with an emphasis on less invasive, endovascular techniques. They treat conditions such as aortic aneurysms and dissections, heart valve problems, cardiac arrhythmias and blocked coronary arteries, as well as complicated coronary heart disease and valvular disease.

According to Dr. Beygui, certain features of Washington Hospital's Cardiac Surgery Program make it unique and, at times, superior to even the most advanced academic programs. For example, ICU staff meets with the surgical team when transitioning the patient after surgery to ensure person-to-person communication between caregivers. And, in the ICU, a physician is available at all times, night and day.

"During every moment in this Hospital, cardiac surgery patients are in a safe environment," explains Dr. Beygui. "If anything happens, it can be treated quickly. It is all part of our focus on providing the best care."

Delivering Results

New laboratory information system brings greater accuracy, efficiency & safety

In our Clinical Laboratory (from left) certified Clinical Laboratory Scientists Melanie Q. Mixayphone, Leslie Saito, and Maribeth Valdez, along with Medical Director David Levin, MD, depend on the new, state-of-the-art Beaker system to support accurate, timely reporting of each patient's test results.



One of the busiest, most vital departments in a hospital — a place few patients ever see — is the Clinical Laboratory. And yet, much of what happens in the Hospital lab has a direct impact on the quality and safety of the care our patients receive.

Washington Hospital's Clinical Lab operates 24 hours a day, seven days a week. Its list of services includes more than 250 different tests plus additional pathology procedures. In a single year, the lab performs more than 1.2 million tests. Each test must meet the highest standards of accuracy and safety. Turnaround times are often very short.

Recently, the lab completed a major transition to an upgraded laboratory information system, called Beaker, that is more effective in ensuring test accuracy and efficiency. It also delivers test results more quickly. This system supports safe, high-quality care for patients.

"Beaker helps us deliver all the information to the right doctors at the right place and at the right time," reports

David F. Levin, MD, the lab's medical director. "The test results can be critical in helping doctors formulate a diagnosis, prognosis and plan of care."

Beaker integrates seamlessly into our Hospital's Epic electronic information system and the WeCare electronic health record (EHR). Once a test is completed and validated, the results are automatically reported to the doctor and go directly into the patient's personal EHR.

"With so many different tests at varying levels of priority going through our lab every day, Beaker provides us with electronic tracking boards so we can see what is in the queue real-time at any given moment," states Patricia Hui-Ng, director of Laboratory Services.

Beaker brings other enhancements, including patient identification and bar coding for added safety and accuracy. And, there are numerous security improvements to support more stable and secure electronic information.

Prescription for Safety

Working proactively to prevent medication errors



From left, Pharmacy Clinical Coordinator Kajal Sheth, PharmD; anesthesiologist, Chair of Pharmacy and Nutrition and Therapeutics Committee Brian Smith, MD; Risk Management Specialist and Patient Representative Kim Moss; Chief of Compliance Kristin Ferguson, MSN, MHA, BS, RN, CHC; Director of Pharmacy Minh-Thu Dennen, PharmD; and Medication Safety Officer Rehan Noori, PharmD, BCPS, are members of the Medication Analysis Committee, which helps analyze medication error data and formulate error reduction strategies to ensure safe, accurate medication administration practices.

At Washington Hospital, when it comes to having safe medication practices, our job is never done. Medication safety is a top priority for everyone. Inspired by our Patient First Ethic, we continually look for better, safer ways to conduct this vital aspect of patient care.

Our multidisciplinary Medication Analysis Committee meets monthly to monitor and evaluate the way we administer medication. It takes a proactive, problem-solving approach to improving the process, implementing best practices and preventing potential errors. The group also promotes awareness and discussion about medication safety issues and solutions throughout the organization.

As we do the hard work of keeping our medication administration processes as safe as possible, we also value the contributions of outside experts. Each year, we develop a Medication Error Reduction Plan (MERP) to reduce and prevent medication errors. The plan is reviewed by surveyors from the California Department of Public Health every three years.

“MERP is a living document with yearly goals,” explains Rehan Noori, PharmD, the Hospital’s medication safety

officer. “It includes specific improvement initiatives that can be modified as new issues arise.”

In an unannounced visit earlier this year, MERP surveyors approved our plan, giving us high marks for:

- Collaboration between clinical staff and information technology
- Using technology to improve patient outcomes and safety
- Fostering open, supportive working relationships between doctors, nurses and pharmacists
- Being proactive, not reactive, in solving medication safety issues

We have also developed a long-term relationship with the Institute for Safe Medication Practices (ISMP), a non-profit group that helps hospitals improve the medication use process as well as comparing the medication safety efforts of hospitals across the country. On the invitation of our CEO, Nancy Farber, ISMP recently visited our Hospital. According to their analysis, we are ahead of the curve in implementing the latest recommended best practices for medication error prevention and safe medication use.

Adding Value for Patients

Transformational process improves patient satisfaction and care



Using principles from the Lean concept of transformation, Emergency Department (ED) staff and physicians (from left) nurse Carmen Hairapetian, BSN, RN, CEN; ED physician Khoi Lam, MD; nurse Noemi Gonzalves, BSN, RN; EMT Fallight Nevanguiseth, and ED Nurse Manager Michael Platzbecker, BSN, RN, CEN, discuss process improvements leading to an improved patient experience.

In recent years, Washington Hospital's Emergency Department (ED) has faced a serious challenge. First built in 1958 to care for 16,000 patients a year, we now see more than 50,000 patients annually.

For our dedicated ED staff and physicians, quality patient care is a top priority and they work hard to maintain a high standard. However, with increased volume, patients may wait longer. To help solve this problem, the ED used tools from our Hospital's journey of transformation called Lean.

Lean is a concept first used by large manufacturing companies and translated to health care. By improving and streamlining its processes, our Hospital can achieve higher quality care and greater patient satisfaction.

"Lean is about increasing value for patients, and people place a value on their time," says Brenda Brennan, RN, Emergency Services administrator. "The Lean approach is consistent with our Hospital's Patient First Ethic."

At the heart of Lean are workshops with nurses, doctors and other participants focused on the process that needs improvement. The group breaks down the process, looking for changes that will make a difference.

Of several workshops to improve the ED patient experience, one focused on decreasing the time from the ED doctor's bed request until the patient arrives in their Hospital room. Workshop participants found delays in this process, for which they then developed solutions to improve timeliness of care.

As solutions have been implemented, the transfer time has declined. A process that once took 106 minutes has been consistently shortened to 31 minutes.

"We are making many gains through Lean, and ED patient satisfaction is improving," Brennan reports. "Our caregivers now feel empowered to make more suggestions on how we can improve the patient experience. This is an attitude we want to ingrain in the culture of our entire Hospital."

Reaching Magnet Excellence

What Magnet means to the community



At our Magnet-designated Hospital, nurses like (from left) Amy Ramirez, BSN, RN; Ravinder Thiara, RN; Marissa Domingo, BSN, RN, PHN; Ping Boekenooogen, BSN, RN; and Judie T. Madrazo, BSN, RN, have a strong focus on providing the best possible patient experience.

At Washington Hospital, our patient-focused approach and commitment to constant improvement make us a leader in providing exceptional patient care. These efforts are recognized by Magnet status, the gold standard for nursing excellence and quality patient care.

The American Nurses Credentialing Center (ANCC) first recognized Washington Hospital with a four-year Magnet

designation in 2011. Since then, our staff has committed to sustaining and exceeding Magnet requirements, to meet the health care needs of the community. In August 2016, we were honored to receive Magnet recognition for the second time, making us one of 7.8 percent of health care organizations nationwide — and only the fifth hospital in the Bay Area — to achieve this designation.

How does a facility become a Magnet Hospital?

The process to receive Magnet is rigorous and involves the entire organization, as well as members of the community. Reaching this voluntary recognition is a result of several years of preparation with redesignation required every four years. Hospitals must send written evidence of qualitative and quantitative excellence in support of their application. If the ANCC's evaluation meets a certain level of distinction, a thorough, three-day on-site visit occurs to further evaluate the hospital.

Redesignation at Washington Hospital involved the participation of and interviews with the board of directors, leadership and staff throughout the organization, as well as community members, patients and families. We were unanimously voted by all ANCC appraisers involved to receive Magnet recognition, with exemplary practice noted in certain areas.

Excellent Outcomes and Safety

Magnet hospitals must meet stringent qualitative and quantitative standards and have exceptional outcomes and patient experience. Magnet appraisers recognized organization-wide excellence and identified certain best practices as exemplary, setting us apart from other hospitals.

Committed Staff and Outstanding Service

Nurses spend more time with patients than any other health care providers and play an important role in the hospital experience for patients and their families. Additionally, patient outcomes are directly influenced by quality nursing care. Magnet facilities attract and retain highly experienced, specialized, professional nurses, and this results in outstanding patient care.

At Washington Hospital, nurses are experienced, educated, and have a greater focus on patient experience. When evaluating Washington Hospital, the ANCC commended us for our dedicated staff, organizational support of staff advancement and interdisciplinary collaboration.

Advancing Standards: A Benchmark for Quality Care

In today's changing health care environment it is important for health care consumers to have an objective, established method of choosing a quality provider. The Magnet Recognition Program establishes standards of excellence that health care organizations must attain and maintain. At Magnet-recognized facilities, such as Washington Hospital, patients can expect to receive the highest level of care.

At Washington Hospital, Magnet designation is reflective of the support and commitment of staff, throughout the organization and at all levels, to place patients first in their mission of delivering health care. We are proud to honor our nurses and staff for the excellence they have achieved with Magnet Recognition.



For information on Magnet, please visit whhs.com or the ANCC Magnet Program Overview website: nursecredentialing.org/Magnet/ProgramOverview.

TRANSFORMATIONAL LEADERSHIP

From the Chief Nursing Officer

Recently, Washington Hospital learned we had received our first redesignation as a Magnet® hospital. This is a major accomplishment and, for many of us, it was a moment of great pride and reflection. As leader of the outstanding group of nurses who practice at this Hospital, I am very honored. It reminds me again of what being a Magnet hospital means to our patients, our community, our nurses, and our entire organization.

At Washington Hospital, we have been on our Magnet journey for five years. Only a small percentage of hospitals nationwide have received this coveted designation. Being a Magnet hospital sets us apart in how our nurses work together and never stop looking for ways to improve what they do. It sets us apart in the way we support and encourage them to be leaders, to broaden their education and skills, and to advance their careers.

Most important, our Magnet designation means, when patients come to Washington Hospital, they can expect to receive the highest level of nursing care. Being a Magnet hospital fits perfectly with our Patient First Ethic.

Washington Hospital nurses have many attributes. They are dedicated to providing safe, high-quality patient care. They are skilled, talented professionals with a depth of knowledge and experience. They focus on evidence-based practices and achieving the best outcome and experience for their patients. They are innovative thinkers and excellent problems solvers. And, they are compassionate — both in the way they treat patients and families and the way they treat each other.

Having such a unique group of nurses at our Hospital doesn't just happen by accident. It comes from our long history of dedication to superior nursing care and from our commitment to the tenets of Magnet. As our Magnet journey continues, I wish to thank our Hospital's leadership for its exceptional support of high-quality nursing care. And I thank our nurses for their selfless dedication to their patients and their community.



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



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



Our nurses, including (from left) Joanna del Mundo, BSN, RN-BC; Lilli Eaton, RN-BC; and Yvonne Eugenio-Crum, CN, are always mindful of how they measure up with nurse-sensitive patient outcomes.

Quality & Safety: Nurse-sensitive Indicators

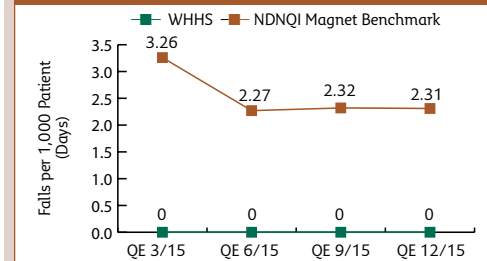
As a Magnet-recognized facility, Washington Hospital aspires to develop and implement patient-focused innovations that foster quality and safety, and serve as a model for nursing care nationally. Nurses collaborate with all disciplines to ensure care is efficient, effective and well-coordinated, resulting in exceptional quality and positive patient outcomes.

Washington Hospital has voluntarily participated in several national and state initiatives to assess performance over the past decade. Participating in these initiatives allows for standardized monitoring and meaningful comparison of patient outcomes to national best practices. Patient outcomes that are determined to be “nurse-sensitive” are those that improve with quality nursing care, such as patient falls or hospital-acquired pressure ulcers.

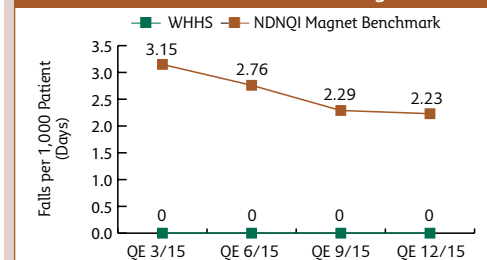
At Washington Hospital, nurse-sensitive indicators are monitored and reported frequently. We utilize our quality improvement committees to analyze these indicators and then actions are taken in areas with opportunities to improve.

While we outperformed national benchmarks on all nurse-sensitive indicators for the majority of 2015, we continue to make use of additional interventions to achieve sustained top performance.

Moderate or Greater Injury Patient Falls in Critical Care

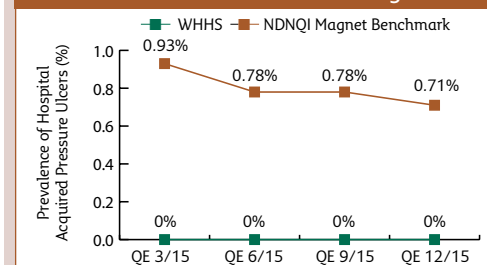


Moderate or Greater Injury Patient Falls in Med/Surg



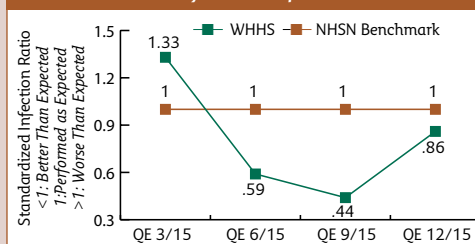
Our Medical/Surgical and Critical Care units had no inpatient falls with moderate or higher injuries during 2015. This was better than the benchmark (NDNQI) for Magnet hospitals nationwide.

Prevalence of Stage II+ Hospital-Acquired Pressure Ulcers in Med/Surg

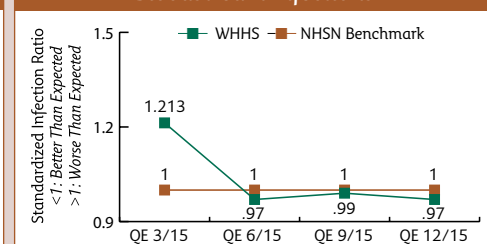


In our Medical/Surgical units, no patient had a hospital-acquired pressure ulcer (stage 2 and above) during 2015. This was better than the benchmark (NDNQI) for Magnet facilities nationwide.

Hospital-wide Catheter-Associated Urinary Tract Infections



Hospital-wide Central Line-Associated Bloodstream Infections



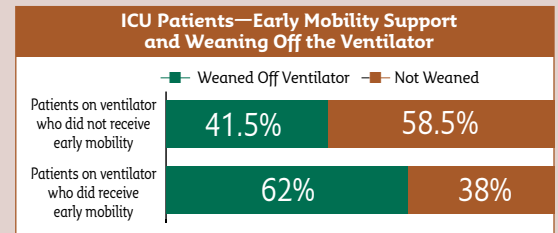
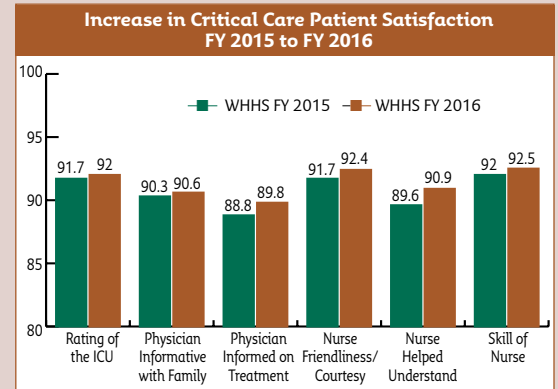
Our patients had lower rates of central line-associated bloodstream infections and catheter-associated urinary tract infections compared to the benchmark “expected rates” set by NHSN for majority of CY 2015.

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



Nurses in our Intensive Care Unit (ICU), such as (from left) Shaun LeBlanc, BSN, CCRN, RN-BC; Anu Tharoon, BSN, RN, CCRN, CNRN; and Maria A. Bayucan, BSN, RN, CCRN, participate in a national collaborative to improve critical care patient outcomes.

This fiscal year, according to an independent survey by Press Ganey, satisfaction ratings by our critical care patients improved in every area compared to the previous year.



A higher percentage of our ICU patients who received early mobility support were able to be weaned off of the ventilator, than patients who did not receive early mobility support.

Early Mobility and Family-Centered Care: Intensive Care Unit Interprofessional “A to F” Collaborative

Washington Hospital strives to constantly improve safety and quality to give our community the best patient care through an interprofessional approach. We implemented an interprofessional, patient-focused, systematic approach to improving critical care patient outcomes — the “ICU Liberation A to F Collaborative.” Participating hospitals work with regional and national critical care experts to reduce ICU length of stay, decrease the time patients spend on the ventilator, and improve patient and family experience in critical care.

In 2015 at Washington Hospital, the focus was on “E,” early mobility and “F,” increased involvement of patients and families in their care. Research has shown that early mobilization of patients (i.e., mobilization within 48 hours of a critical care admission) and patient involvement in their own intensive care, leads to better outcomes and experience.

The mobility team at our Hospital includes nurses, respiratory therapists and physical therapists, with each member bringing their expert knowledge to the early

mobility initiative. The goal is to provide timely mobility early and consistently.

Nursing is tasked with performing an early mobility assessment or screening on each patient in the ICU every 24 hours. When the assessment indicates readiness, patients are provided with an appropriate level of exercise.

Results from the mobility initiative through December 2015 showed 97 percent of critical care patients who received early mobilization had the same or improved mobility level from critical care admission to discharge.

Central to the success of the ICU Liberation Collaborative is involving patients and their families in care and decision making.

As an essential part of the interprofessional ICU patient care team, engaged patients and families feel empowered through their interaction with staff. This has directly resulted in improvement in patient satisfaction over the last fiscal year, with Washington Hospital outperforming the national hospital benchmark for a majority of the time.



With the opening of our Special Care Nursery (SCN) in 2014, neonatal intensive care nurses such as (from left) Ashley Ham, MSN, RN, RNC-NIC; Kelly S. Carlson; Edith Aniano, MSN, RN; Lilia Barrios, BSN, RN; SCN Medical Director and neonatologist James McGuire, MD; and Trina Odani, BSN, RN; can provide a higher level of care to special needs babies in our area.

One Patient's Story: Washington Hospital Special Care Nursery

At Washington Hospital, we understand the excitement that comes along with having a baby, but there is uncertainty and anxiety when the baby requires special medical care. In 2014, we collaborated with UCSF Benioff Children's Hospitals to open a state-of-the-art Level II Special Care Nursery in Fremont. Currently, we have the only intermediate infant intensive care unit in the Tri-City Area, providing specialized care for more than 1,800 premature and ill babies each year.

In our Special Care Nursery, UCSF specialists are available for medical care, a neonatal team is available for high-risk deliveries, and nursing staff are specially trained and highly educated. Together, they provide a full range of services for premature babies, recovering newborns and those who require specialized care — all close to home. If a baby requires a higher level of care, we provide emergency treatment to stabilize and then transfer babies to UCSF, where they receive even more advanced services.



Twin siblings, (top) Jaxon and Gianna.

There has been a focus on “family-centered care” or involving families in the care process, while teaching them how to care for their babies at home.

On May 2, 2015, twins were born two months prematurely and were transferred to a level IV nursery. Within 10 days, at the mother's request, both babies were transferred back to Washington Hospital to receive care closer to home.

“I wouldn't have chosen any other hospital for the birth of my babies. In one of the most challenging times of my life, staff treated me like family, and I felt safe leaving my babies. As a Fremont local, my family has relied on the staff at Washington Hospital over the years. But this is by far the best experience we have ever had in any hospital, considering the circumstances,” said Jennifer Gribben, mother.



We foster life-long learning for all of our nurses, including (from left) Katie Choy, DNP, RN-BC, CNS, NEA-BC, senior director for nursing practice and education; Meseret Tessema, MSN, RN; William Cristobal, MSN, RN, CEN; Sing Tang Chan, MSN, RN, CNRN, CMSRN, RN-BC; Corinna Nagore, BSN, RN, CMSRN; and Adelita Tinocio, PhD, RN, CCTCNS.

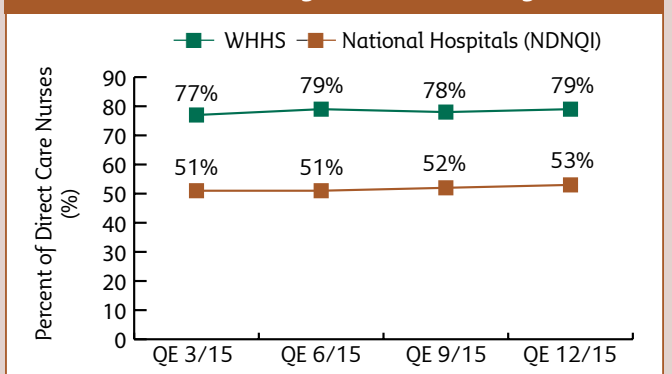
Nurses Advancement: The path toward higher education and certifications

Magnet recognition benefits patient care at Washington Hospital by fostering a practice environment of lifelong learning and allows us to attract and retain the most talented nurses to care for our patients. Investing in higher education means nurses stay current with the rapid evolution of newer technologies.

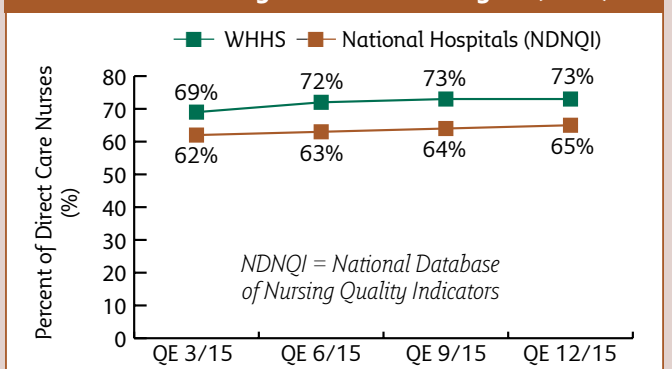
Washington Hospital supports our nurses in achieving advanced degrees and nursing certifications. To reach our goal, we offer incentives, flexible scheduling, and tuition reimbursement programs for nurses seeking higher education. Our specialty training programs are designed for experienced nurses interested in transitioning into the operating room, labor and delivery, cath lab, emergency department and critical care. In addition, nurses have unique opportunities to explore their interests in a variety of nursing specialties through an educational RN Job Shadow Observation Program.

Today, Washington Hospital exceeds the national average for medical/surgical and critical care direct care nurses with BSNs or higher academic degrees.

Washington Hospital Medical/Surgical Registered Nurses with a BSN or Higher Academic Degree (2015)



Washington Hospital Critical Care Registered Nurses with a BSN or Higher Academic Degree (2015)



There are more advanced degrees among Washington Hospital (medical/surgical and critical care) nurses providing direct patient care, compared to the national average.

Extraordinary Nurses: DAISY Award recognition

The DAISY Foundation created a recognition program to recognize the clinical skills and compassion nurses demonstrate at the bedside. DAISY is an acronym for disease attacking the immune system. The foundation was formed in November 1999 by the family of J. Patrick Barnes who died at the age of 33 due to complications of idiopathic thrombocytopenic purpura (ITP).



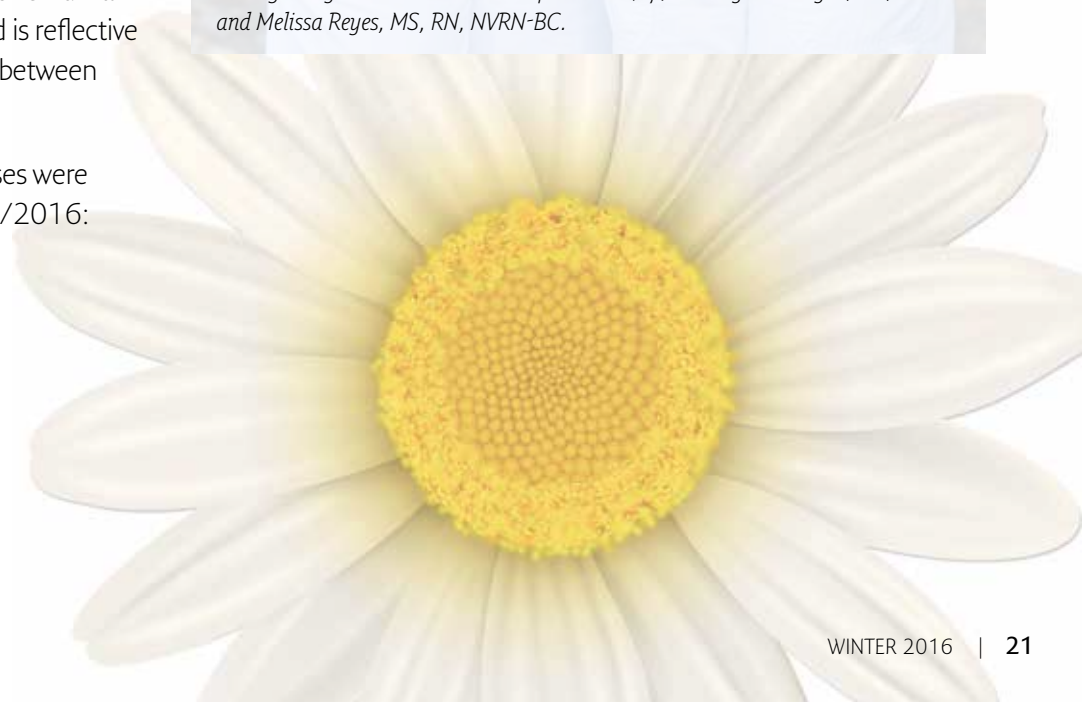
Washington Hospital is proud to recognize nurses with the DAISY Award to celebrate the extraordinary patient care and compassion nurses provide their patients and families every day. Our nurse recipients are nominated by their peers, physicians, patients and families, as well as their department leaders. In addition to receiving a certificate and DAISY pin, nurse recipients receive the exclusive DAISY Foundation hand-carved Shona Sculpture entitled *A Healer's Touch*. This sculpture depicts one human form flowing unbroken into another and is reflective of the bond of care and trust that exists between healer and patient.

The following Washington Hospital nurses were honored with the DAISY Award in 2015/2016:

- Belinda Roy, RN
- Tammy Ballantyne, RN, OCN
- Melissa Reyes, MS, RN, NVRN-BC



Among this year's DAISY award recipients are (left) Tammy Ballantyne, RN, OCN and Melissa Reyes, MS, RN, NVRN-BC.



Zero Tolerance for Errors

Forging relationships in our quest for the safest care



From left, Emergency Department (ED) Nurse Betty Goodwin, BSN, RN, CEN; ED Medical Director Neal S. Dickler, MD; and Emergency Services Administrator Brenda Brennan, MS, RN, CNS, CEN, have helped lead sustained efforts in the ED to improve patient safety and enhance quality care by working toward a goal of zero preventable errors.

At Washington Hospital, our goal is to provide high-quality care in the safest possible environment. This includes doing everything in our power to eliminate preventable errors.

For the past five years, we have collaborated with *Quest for Zero*, a program focused on improving patient safety while enhancing quality care. We share *Quest for Zero's* ultimate goal of zero preventable errors in the health care setting.

Our Emergency Department (ED) has worked with *Quest for Zero* for five years. Recently, we were recognized for having 100 percent team participation, including ED doctors and nurses, nurse's aides, technicians, respiratory therapists and unit clerks, in *Quest for Zero's* rigorous online learning module.

The team also performed a test scenario based on patients with abdominal pain as they often wait longer and require more extensive examinations than other ED patients. The team developed an "abdominal pain coordination huddle" to streamline and clarify the patient care process. At the same time, average patient time in the ED for abdominal pain decreased by 30 minutes.

One lesson learned through *Quest for Zero* is that teamwork and good communication are key to creating a safer health care environment. This is the case with our Obstetrical (OB) Services, which have collaborated with *Quest for Zero* for four years.

All obstetricians, obstetrical anesthesiologists, pediatricians, neonatologists, nurses, lab technicians and unit clerks in the Birthing Center, Pediatrics, and Special Care Nursery participated in training to increase safety by standardizing terminology about fetal monitoring.

In a training initiative called TeamSTEPPS® (Team Strategies and Tools to Enhance Performance and Patient Safety), the OB team focused on holding timeouts before cesarean sections to ensure every team member is present beforehand and knows their role. And, it practiced a simulated emergency delivery.

Our OB Services were also honored for exemplary participation in *Quest for Zero*.



Obstetrics team members like (from left) Harjeet Randhawa, RN; Anna-Lisa Hughes; Nimo Abdullahi, BSN, RN; Yvonne Dobbenga-Rhodes, MS, RNC-OB, RNC-NIC, CNS, CNS-BC, CPN; Carolyn Amaiz, BSN, RN; Dorothy Scull, BSN, RNC-OB; Ranjini Kumar, BSN, RNC-OB; Nathalie Nguyen, BSN, RN; Dolores Middleton, OBT; Manvir Boparai, BSN, RNC-OB, IBCLC; and Bettina Kurkjian, MD, contributed to the work that helped achieve the *Quest for Zero* OB recognition.

Cancer Care Choices

More options for treatment and early detection



Women's Center Clinical Coordinator and Nurse Navigator Laura Constantine, RN; Women's Center Medical Director and surgeon William Dugoni, MD; and Cancer Registry Program Manager Marianne Heltzel, RHIT, CTR, are a few of the team members working to improve cancer care services at Washington Hospital.

Washington Hospital's Comprehensive Community Cancer Program helps patients through their journey with cancer, providing the highest possible quality of care, service and support. We are accredited by the American College of Surgeons' Commission on Cancer.

The program includes a 15-member, multidisciplinary Cancer Committee. The group meets quarterly, providing leadership to the program and reviewing data to monitor the program's performance.

The committee also promotes prevention and early detection of cancer through screenings. The goals are to identify cancer patients as early as possible and decrease the number of patients with late-stage disease.

Two years ago, the program began offering the first lung cancer screening test for people ages 55 to 80. The screening uses a low-dose CT (LDCT) scan. Studies show that LDCT screening can lower a person's chances of dying from lung cancer.

Washington Women's Center, which is accredited by the National Accreditation Program for Breast Centers,

provides high-quality care for women with breast cancer. The center's goal is to provide women who have breast cancer with the best possible treatment for their individual circumstances. One option is breast-conserving surgery, also known as lumpectomy or partial mastectomy. With this type of surgery, the surgeon takes just enough tissue so the breast looks as normal as possible and the chance of the cancer returning is low. For women with early-stage breast cancer, breast-conserving surgery followed by radiation therapy has the same survival rate as mastectomy.

Many women still elect to have a mastectomy. Sometimes this is dictated by the type or the stage of cancer. Nationwide, 50 percent of women with breast cancer undergoing surgery opt for breast-conserving surgery. At Washington Hospital, a great number (55 percent) of women with breast cancer undergo breast-conserving surgery.

To support patients undergoing cancer care, nurse navigators are available to serve as educators and clinical resources. They also guide patients through diagnosis and cancer treatment; and guide them through the complex cancer care systems.

The Human Touch

Volunteers nurture a culture of service to our community



The leadership of Service League members (from left) Joyce Wallace (25 years), Fran Stone (35 years) and Linda Orr (10 years) has been key to the success of the Hospital's Gift Shop for the past 17 years.

At Washington Hospital, the patient care we offer has an extra measure of value thanks to the volunteers of the Washington Hospital Service League. Since it was founded, the Service League has contributed close to 2 million hours of service and more than \$2.2 million to support our Hospital. With such a long history, the organization has been a key factor in nurturing our Hospital's culture of service to the community.

From cuddling babies in the Special Care Nursery, to greeting visitors in the Hospital lobby, to supporting patients in the Sandy Amos, RN, Infusion Center, the Outpatient Imaging Center, and more, Service League volunteers are nearly everywhere. Our professional staff and the volunteers work closely together, adding a human touch to many of our services.

After celebrating its 60th anniversary last year, the Service League is excited about the future, with all its challenges and opportunities. Recently, the three dedicated volunteer coordinators who pioneered the Hospital Gift Shop announced their retirement. They have devoted thousands of hours into making the shop successful over the past 17 years.

"We thank Joyce Wallace, Linda Orr and Fran Stone for their hard work and dedication," says Debbie Jackson, Service

League president. "The Gift Shop is one of our flagship services, and it is successful today mainly because of the service, loyalty and expertise of these three women. We look forward to continuing the great standard they have set."

Special thanks also goes to Debbie Jackson for providing exceptional leadership and stability during her second term as Service League president.

"Debbie is fully committed to the Service League and Washington Hospital, and we are grateful for the talent and the energy she has so generously shared with us over the past two years," says Hospital CEO Nancy Farber.

Join the Service League

Washington Hospital Service League members are women and men of all ages, from 16 years and up. They come from every walk of life. New volunteers get all the encouragement and support they need, starting with an orientation to help them learn about the Hospital and its policies, procedures and safety program. For more information, call (510) 791-3465 or visit whhs.com and click on "Giving & Volunteering."

Growing Support

Our generous community enjoys memorable fundraising events

Since 1983, the Washington Hospital Healthcare Foundation has worked to enhance public awareness of the health care system and grow financial support for its programs and initiatives. This year, the Foundation continued the tradition of fulfilling its mission while also bringing the community together for fun and celebration.

This fall, nearly 650 guests came together for a gala evening at the 30th annual Top Hat Dinner Dance. More than \$220,000 was raised to fund equipment for Washington Hospital's Prenatal Diagnostic Center, scheduled to open in 2017. The Center will offer critical prenatal care to expectant mothers with high-risk pregnancies. Top Hat was chaired by Albert Brooks, MD, and Bettina Kurkjian, MD, along with Foundation Honorary Trustee Marlene Weibel.

During the winter holidays, the Trees of Angels had its 20th annual celebration. Tree lighting ceremonies were held at the Bernardin Family McDonald's restaurant in Fremont

and the city halls of Newark and Union City. The Trees of Angels raised more than \$8,500 for local hospice care. Over the past 20 years, this holiday tradition has earned more than \$530,000 for services to help local residents who are nearing the end of life.

In the spring, the annual Gene Angelo Pessagno golf tournament and awards banquet at Castlewood Country Club raised \$82,000 for Hospital operating room instrumentation and technology. Nearly 200 golfers enjoyed the day, and about 240 people attended the banquet. Once again, the Corporate Challenge Cup was won by the team from Fremont Bank.

"The Foundation has had another very busy, fun and productive year," said Foundation President Rod Silveira. "This is the end of my two-year term as president, and I can truly say these past years have been among the most rewarding of my life."



Volunteers at this year's annual Golf Tournament to support local hospice services included (from left) Foundation Honorary Trustee and Service League member Fran Stone; Foundation volunteer Joan Bobrink; Foundation Trustee Nancy Stewart and Washington Township Health Care District board member Bernard Stewart, DDS.



Guests at the annual Top Hat Dinner Dance enjoyed a wonderland of lights and colorful flowers.

We're on the Move

Serving you today as we prepare for the future



Scheduled to open in 2018, the three-floor Morris Hyman Critical Care Pavilion will house a greatly expanded Emergency Department, 48 new critical care beds, and 68 all-private medical/surgery patient beds.

If you've visited Washington Hospital's campus recently, you've seen that our health system is on the move. As our area's population continues to grow, we've made changes to accommodate everyone who comes here. And, with the support of our community, we're expanding and upgrading our emergency and critical care services through the largest public works project in the 60-year history of Washington Township Health Care District.

This year, we opened a seven-story parking garage for Hospital staff, physicians and volunteers. This means we've also opened up many more conveniently located, ground-level parking spaces for patients, families and visitors. Free valet parking in front of the Hospital's main entrance continues to be available.

On the roof of the garage, there is a landing pad for helicopters bringing emergency patients to our Hospital. The garage has 648 spaces and 10 electric vehicle charging stations.

As you approach our campus, your eye is drawn to the expansive structure rising up southeast of the main Hospital building. This is the three-story, 223,000-square-foot Morris Hyman Critical Care Pavilion, scheduled to be completed in 2018. The building is designed for greater stability, with a sophisticated base isolation system enabling it to "float" or move up to three feet horizontally during an earthquake. This should allow us to continue operating during and after a catastrophic event, when our services will be needed more than ever.

The pavilion includes a modern Emergency Department (ED) four times larger than the Hospital's current ED, a state-of-the-art Intensive Care Unit with 20 more beds than are available in today's critical care units.

"The Critical Care Pavilion project is moving ahead on time and on budget," says Ed Fayen, the Hospital's senior associate administrator. "This new facility is a major step forward in enabling us to serve the growing needs of our community for many years to come."

2015-16 Financial Statements

HOSPITAL STATISTICS

FY 2016

Admissions	12,185
Patient Days	57,174
Deliveries	1,861
Surgery Cases	4,769
Outpatient Visits	85,409
ER Visits	52,833
Physicians on Staff*	573

BALANCE SHEET (in \$000s)

June 30, 2016

Current Assets	\$ 165,645
Assets Limited As to Use	387,386
Property, Plant and Equipment	517,761
Other Assets	8,614
Deferred Outflows	33,111
Total Assets and Deferred Outflows	\$1,112,517
Current Liabilities	\$ 130,325
Long-Term Debt	546,633
Other Long-Term Liabilities	98,785
Deferred Inflows	16,614
Net Position	320,160
Total Liabilities, Deferred Inflows and Net Position	\$1,112,517

INCOME STATEMENT (in \$000s)

FY 2016

Net Patient Service Revenue	\$ 473,131
Other Revenue	9,986
Total Operating Revenue	\$ 483,117
Salaries and Benefits	262,929
Other Expenses	203,091
Total Operating Expenses	\$466,020
Operating Income	\$ 17,097

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

Investment Income	2,919
Interest Expense	(9,547)
Other	(1,140)
Unrealized Loss on Investments	948
Property Tax Revenue	15,789
Net Income	\$ 8,969

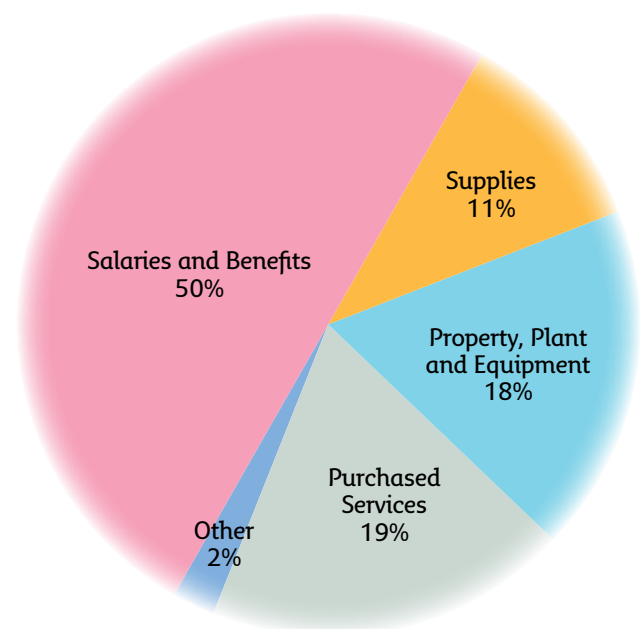
EXPENDITURES (in \$000s)

Salaries and Benefits	\$262,929
Property, Plant and Equipment	93,347
Supplies	56,005
Purchased Services	98,501
Other	14,230

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, 2016, Washington Hospital provided uncompensated health care services with an estimated total cost of approximately \$55 million to the community's medically indigent population. Additional uncompensated health care services with an estimated total cost of more than \$115 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 \$2 million.

FY 2016 EXPENDITURES
Fiscal year ending June 30, 2016



*As of June 30, 2016

POSTAL CUSTOMER

Physical and Occupational Therapists Are Ready to Help



WORC is in a spacious facility featuring exceptionally well-trained staff and excellent physical therapy equipment. For direct access and insurance coverage verification call **(510) 794-9672**.

For general information about services go to **whhs.com/OutpatientPT**.

The Washington Outpatient Rehabilitation Center (WORC) provides patients with the most up-to-date rehabilitation and therapeutic services to help them return to either their prior level of functioning or to increase their level of functioning. The goal of the Washington Outpatient Rehabilitation team is to provide orthopedic physical therapy and outpatient occupational therapy; plus specialized care for sports medicine, concussions and vestibular (vertigo) issues. All of the services are provided by highly educated physical therapists, occupational therapists and physical therapy assistants.

Also, you don't need a physician referral to see a physical therapist. By going directly to your physical therapist, you can return to your normal activities more quickly. You can also save time by eliminating delays in care.

By choosing to see your physical therapist first, you will experience the benefits of:

- Immediate, high-quality and excellent care
- Safe and effective treatment for faster relief from pain and physical discomfort
- Returning to your favorite sports or physical activities
- Improving your quality of life



Washington Hospital Healthcare System

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

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

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