

Fall 2020

Washington Hospital Healthcare System

Health Signs



2019-2020 ANNUAL REPORT EDITION



Mutual Support

Our community is standing by us as we manage the coronavirus pandemic



Awards and Recognition

MISSION

As the local Health Care District, our mission is to meet the health care needs of 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, academic medical centers 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
April 22, 2020



Washington Township Health Care District



JOINT COMMISSION ACCREDITATION

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

MAGNET® STATUS BY THE AMERICAN NURSES CREDENTIALING CENTER

Magnet designation from the American Nurses Credentialing Center is the nation's highest recognition of excellence in nursing care. Washington Hospital is among just eight percent of U.S. hospitals that have achieved Magnet status and has held this prestigious distinction since 2011.

HEALTHGRADES: NEUROSCIENCES

Washington Hospital received Healthgrades' 2020 five-star rating for cranial neurosurgery.



HEALTHGRADES: ORTHOPEDIC CARE

Washington Hospital is one of two Bay Area hospitals to be on Healthgrades America's 100 Best Hospitals for Orthopedic Surgery list for 2020. Washington Hospital is the only Bay Area hospital to be named one of Healthgrades America's 100 Best Hospitals for Joint Replacement nine years in a row, 2012-2020.

JOINT COMMISSION LABORATORY ACCREDITATION

The Joint Commission has granted Washington Hospital's Inpatient Laboratory a full two-year accreditation. Their laboratory seal of approval verifies that Washington Hospital's lab operations are of the highest standards in health care.

GET WITH THE GUIDELINES GOLD PLUS ACHIEVEMENT AWARD FOR STROKE

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

QUEST FOR ZERO AWARD FOR EMERGENCY CARE AND OBSTETRICS

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

PRACTICE GREENHEALTH PARTNER FOR CHANGE

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

From the Chief Executive Officer



Kimberly Hartz
Chief Executive Officer
Washington Hospital
Healthcare System

Washington Hospital Healthcare System (WHHS) entered the new decade focused on expanding and delivering high-quality care. Though no one could have guessed that come March, we would all face the most unprecedented challenges not only to the Hospital, but to our community, California, the United States and the world.

I am very proud of how WHHS has weathered the coronavirus pandemic — in fact, I believe it has been our finest hour. In my 26 years here, I have never seen this organization come together for our patients in the extraordinary ways it has during this crisis. Our staff and physicians worked unconditionally to implement critical changes to our protocols, facilities, and supplies so we could handle surges in COVID-19 patients while protecting the health and safety of all patients and those on the frontlines of this battle.

As we continue operating during this “new normal” managing COVID-19, we remain focused on initiatives that will ensure a successful future for Washington Hospital. Our mission remains clear and unwavering. We are dedicated to meeting the health care needs of district residents, now and going forward.

We will continue to develop our strong affiliation with UCSF Health to bring more academic-level physicians, medical technology and care to the area. Late last year, Washington Hospital partnered with UCSF Health to purchase a building in the Warm Springs District. Together we are planning a new ambulatory center to bring primary and specialty care to this burgeoning area of Fremont.

Following our Strategic Map, we remain focused on continually improving and growing our specialty service lines including Cardiac Services, Oncology, Maternal Child Health, Neurosciences and Orthopedics. We will continue promoting these high-quality health care services.

We were pleased to be recertified as a Primary Stroke Center by The Joint Commission again this year. We also applied for redesignation of our Magnet® status, the international gold standard in nursing and a distinction we have held since 2011.

Every three years, the Hospital participates in a community health needs assessment to determine which areas to focus the district’s medical services and outreach programs. The 2019 survey data is in, and soon we will release a plan of action that ensures we are addressing the key physical and mental health needs of local residents.

To say my first year as CEO was eventful would be an understatement. While I never imagined a global pandemic would be part of my initiation, I have been awed by the resilience of the heroic people who work throughout the Healthcare System, as well as the loyal support of this community. In good times and those that challenge us, I will make sure this Healthcare System remains dedicated to our Patient First Ethic and the health and safety of the community we serve now and into the future.

A handwritten signature in black ink that reads "Kimberly Hartz". The signature is fluid and cursive, written in a professional style.

From the Chief of Staff



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

Even before the pandemic hit, the Washington Hospital administration, employees and physicians of the medical staff were working together to increase communications and collaborating to maximize safety for all who enter the Hospital doors. These efforts were key to our success in managing the many challenges during the COVID-19 crisis while continuing to deliver high-quality clinical care to this community safely and efficiently.

It has become clear, especially during this time of adversity, that we are stronger and achieve more when working closely together. An example is our regular COVID-19 update conference calls, first held seven days a week and now twice weekly. Hospital and medical staff leaders discuss needs, challenges and successes related to the pandemic within all areas of the Hospital, clinics and the community at large. These calls helped us build a fruitful partnership which is keeping the Healthcare System on the cutting edge during this unprecedented time, allowing us to address challenges before they become serious issues.

I cannot stress strongly enough how important it is to maintain you and your family's health care during the pandemic. Physicians have reported seeing patients with serious, advanced conditions and illnesses that could have been mitigated had they called their primary care doctor or come to the Emergency Department at the first sign of symptoms. We urge you not to delay care, and to maintain preventive and early diagnostic appointments and emergency visits as needed.

We have gone above and beyond CDC and local public health guidelines, taking extraordinary precautions and adjusting protocols to make sure we are providing the best possible quality of care for all patients, while safeguarding their health and safety as well as that of physicians and staff.

Recently we revised the bylaws that govern how the Washington Hospital Medical Staff operates within the Healthcare System. We will continue to maintain these living documents and are now updating department manuals, which define the current state of practice and daily activities within each area of the Hospital. We must continually revise and improve upon the way we work to keep up with the ever-changing health care industry.

Looking ahead, the medical staff, Hospital administration and board of directors have agreed to implement regular strategic planning meetings to capitalize on our strong collaborative relationship. Our goals will be to consolidate gains we made during this new reality of COVID-19 and proactively manage new challenges we will face in the future.

On behalf of the medical staff, we remain dedicated to providing outstanding clinical care in the safest way possible.

A handwritten signature in black ink that reads "Prasad G. Kilaru". The signature is written in a cursive, flowing style.

From the Board of Directors



Washington Township Health Care District

Looking back on the 2019-20 fiscal year, the novel coronavirus pandemic will go down as a memorable period for this district, the Washington Hospital Healthcare System (WHHS), and the health care industry long into the future. While this has been an unprecedented time of unknowns, tumult and change, we remain optimistic and grateful.

One thing that has not changed during the COVID-19 pandemic is the unwavering strength and character of this community. We saw it in the inspirational outpouring of support WHHS received from individuals, student clubs, community groups, small businesses and major corporations. It is also evident in how people and families have followed public health guidelines and continue to do whatever is necessary to keep themselves and others safe. We thank the community for their overwhelming support and teamwork in slowing the spread of the virus.

Community also includes the Washington Hospital family. From the selfless frontline physicians, nurses, support staff, volunteers and also the patients who have come through the Hospital doors or received care by phone or video — everyone worked together. As challenging as 2020 has been, the tradition of mutual cooperation and support between this Hospital and the community it serves remains an unbreakable bond rooted in its more than 60-year history.

While the pandemic has had a major impact on all areas of the Hospital, one thing is certain — Morris Hyman Critical Care Pavilion, with its state-of-the-art Emergency Department (ED) and critical care pods, was just in time for the Hospital to efficiently receive and treat COVID-19 patients. The Pavilion opened two years ago featuring all private rooms, many with negative pressure to contain contaminated air, which is critical for infection prevention. Prior to the new Pavilion, the previous ED and critical care rooms were housed in tight spaces and patients were separated by curtains, which would have presented a greater challenge for the Hospital to provide urgently needed health care during this time of crisis.

The Pavilion and adjacent parking garage represented Phase 2 of our Facility Master Plan and though it is a decade out, we need to embark on Phase 3 now in order to comply with unfunded state seismic mandates by the 2030 deadline. These campus upgrades are critical to meeting the health care needs of the district and our growing community going forward.

Hospital leadership, with our CEO Kimberly Hartz at the helm, has worked tirelessly to ensure transparent communications and collaboration between all groups at the Hospital. Regular COVID-19 teleconferences and rounding on all floors reinforces the culture of safety and a staff dedicated to delivering high-quality care.

The Washington Township Health Care District Board of Directors

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Coordinated Response in a Chaotic Time

As we entered 2020, there was news of an infectious respiratory disease that emerged in Wuhan, China, which was named COVID-19 (coronavirus disease 2019) by the World Health Organization. Little did anyone know it would soon become a global pandemic affecting millions of people and killing hundreds of thousands in over 200 countries. COVID-19 has posed enormous health, economic, environmental and social challenges to the entire human population.

Washington Hospital's pandemic planning actually began long before COVID-19 did. Following the November 2018 opening of the Morris Hyman Critical Care Pavilion, a strategic planning team including Washington Hospital's infectious disease, emergency medicine and facilities specialists updated the Hospital's pandemic action plan for our new state-of-the-art Emergency Department (ED). Last year, emergency drills were staged to prepare for if and when a novel virus outbreak occurred. These plans were based on the Hospital's previous preparations for U.S. outbreaks of SARS, H1N1 and Ebola.

COVID-19 COMMAND CENTER

CEO Kimberly Hartz launched Washington Hospital's COVID-19 Command Center in early March. Every day of the week including weekends, a teleconference was held with Hospital administrators, physicians and representatives from all areas of the Healthcare System to discuss in detail how surges of suspect and confirmed COVID-19 patients would be managed at the Hospital in a way that was safe for everyone.

"The Command Center has all hands on deck utilizing every available resource in each area of the Hospital to meet the CEO's vision and mandate, which is to provide high-quality care for patients and the community while keeping our staff, physicians and patients safe," says Chief of Quality and Resource Management Mary Bowron, DNP, RN, CIC, CNL, CPHQ, who also oversees Infection Prevention for the Hospital.

While much was unknown about COVID-19 at the time, the Command Center implemented federal, state, and local mandates and guidelines as they came in. Changes in protocol became the norm, and daily communications with all physicians and staff members was established through telephone meetings and electronically for updates, education and transparency during the crisis.

"The organization's response to COVID-19 was swift, collaborative, nimble and decisive," recalls Assistant Chief Nursing Officer Brenda Brennan, MS, RN, CNS, CEN. "All the key people are part of the Command Center, working together to identify challenges, brainstorm solutions, get approvals and immediately implement action plans."

SAFE SPACES

"The Pavilion — with a spacious, advanced ED — has been absolutely essential, enabling us to operate safely and efficiently during the pandemic," says Kadeer Halimi, DO, medical director of Washington Hospital's Emergency Department. The new ED has twice the capacity as the previous one and all 40 rooms are private (instead of patients being separated by curtains), which is critical for infection prevention during this pandemic. The ED also has negative pressure rooms to keep contaminated air out of adjacent areas as do the Critical Care and Medical-Surgical Units located upstairs in the Pavilion.

A COVID-19 Unit was also created in the main Hospital building where dedicated nurses and support staff care for non-critical patients with the virus. Twenty traditional Hospital rooms were converted to negative pressure rooms and the space was configured according to isolation precautions.



(Left to right) Emergency Department nurses Ian Von Tellrop, LVN, and Carmen Hairapetian, BSN, RN, CEN, test patients for COVID-19 in our outdoor Rapid Screening and Treatment Unit.

FRONTLINE HEROES

Our executives, physicians, nurses, other clinicians, EVS workers, lab technicians, facilities experts and support staff are going to extraordinary measures, working around-the-clock during the pandemic.

“We appreciate being called heroes, and while serving during the pandemic has personally been my biggest challenge as an emergency physician, it is my job, my duty, and the reason I went into medicine,” says Dr. Halimi. “We don’t do this for status or accolades, we simply want to take care of people in their time of need.”

A Resilience and Emotional Support Team (REST), which was formed before the Covid crisis, became especially valuable in providing comfort and resources to staff as needed. At times it can be stressful and overwhelming as an essential worker on the frontlines of a pandemic, all the while protecting one’s own health and that of family members.

THE NEW NORMAL

Constant change has become common during the COVID-19 pandemic. Following are some of the interim precautions put in place at Washington Hospital for safety and infection prevention this year:

- Visitation is suspended (with exceptions for end-of-life situations, parent of a newborn or pediatric patient, and patients who require accompaniment upon discharge)
- Our volunteers have not been on-site since March
- Face masks and temperature checks are mandatory for everyone before entering
- Screening is required in advance of appointments, procedures, admissions and entry
- Universal 6-foot distancing (except for patient care)
- Rigorous infection prevention and cleaning
- Patients with flu-like symptoms are seen in our outdoor tented Rapid Screening and Treatment Unit or another isolation space; patients being admitted are immediately roomed in negative pressure areas
- Use of telehealth, virtual check-ins, and remote monitoring where possible
- All admitted patients and those having procedures are tested for COVID-19

Safe, Comprehensive, Comfortable Maternal Child

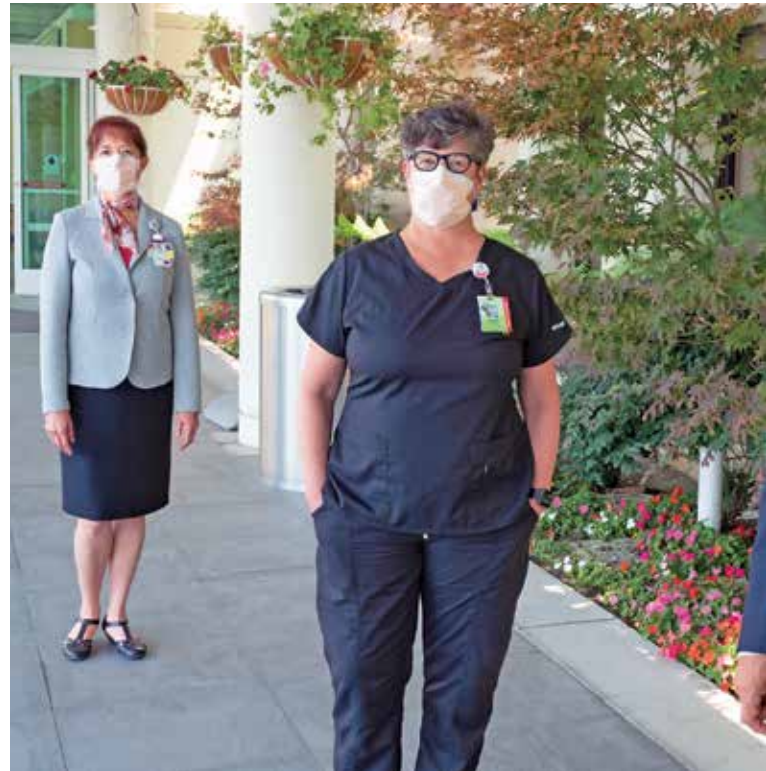
For many local families the challenges of 2020 will be surpassed by the joyful memories that come with welcoming a new baby. Our Maternal Child Health Team never missed a beat this year, delivering its signature world-class comprehensive care for expectant families before, during and after their babies were born.

SPECIAL DELIVERIES

Our *Birth Center* features 22 private spacious birthing suites where mothers labor, deliver and recover with their babies while being supported by a spouse or other loved one. Babies room-in with mom 24/7, which allows for optimal family bonding and preparation for life at home with baby. Washington Hospital's Baby-Friendly designation means we fully encourage and support skin-to-skin bonding and breastfeeding to give babies their healthiest possible start in life. Dedicated lactation experts work with new mothers in the Hospital and after they go home.

"I believe women choose Washington Hospital because they want to deliver where they feel safe and comfortable, and know they and their baby will receive the best possible care if anything unexpected happens," says Stacey Barrie, MD, an obstetrician-gynecologist (OB-GYN) with Washington Township Medical Foundation. Dr. Barrie and her now retired father-in-law OB-GYN Gene Barrie, MD (who began at the Hospital in the 1970s), have delivered babies for local families spanning three generations.

Our expectant patients are invited to customize the birth process around their needs, wishes and cultural preferences. They may choose to labor in a warm shower, use rubber birthing balls, walk while still being monitored, relax through meditation or have a doula on hand. "Some patients ask for religious customs to be part of the process, which we respectfully observe, such as Muslim families who pray over the baby's ears immediately after birth," notes Dr. Barrie.

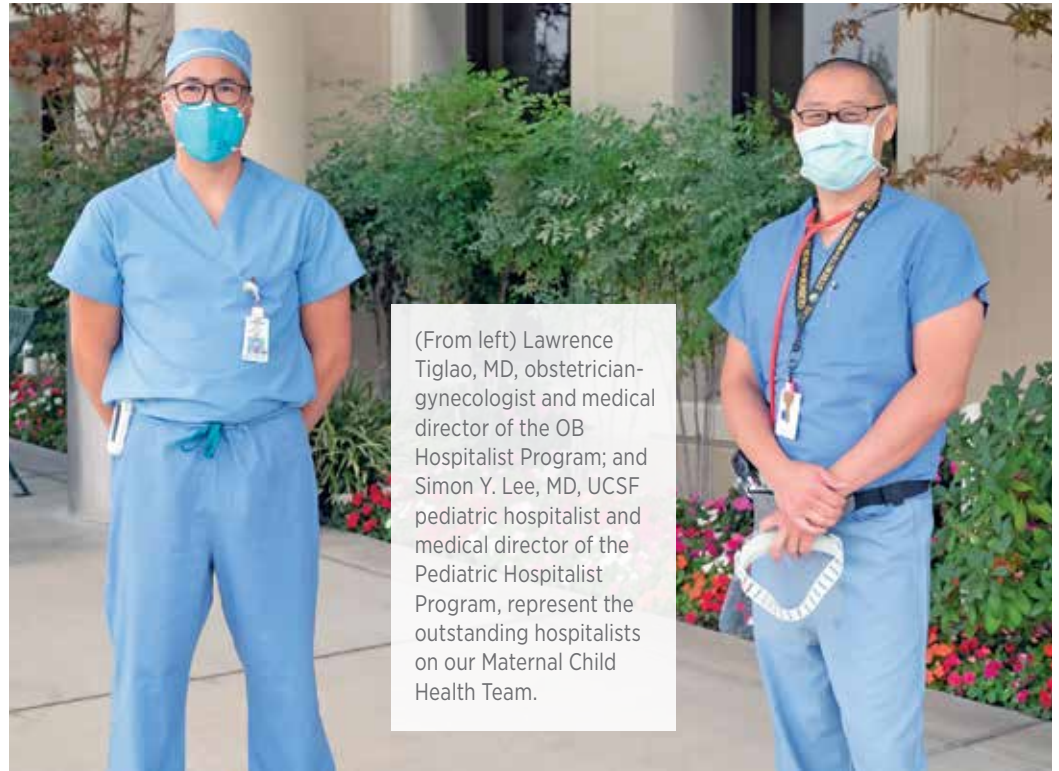


(From left) Jacquelyn Chyu, MD, UCSF maternal fetal specialist and medical director of the Washington Prenatal Diagnostic Clinic; Stacey Barrie, MD, WTMF obstetrician-gynecologist and medical director of Maternal Child Health; and James McGuire, MD, UCSF neonatologist and medical director of the Washington Special Care Nursery ensure our smallest patients and their mothers get the best possible care.

WORLD-CLASS CONNECTIONS

While everyone hopes for a smooth pregnancy and delivery, sometimes mothers have prenatal conditions and babies are born prematurely or with health problems. In these cases, through our affiliation with UCSF Health, Washington Hospital provides advanced care usually only found at top academic medical centers. Our community physicians, nurses and staff work alongside UCSF physicians so these specialized services are seamlessly integrated into our Maternal Child offerings.

"Our patients have the security of knowing they have access to the most advanced medical research, physicians and technologies available," says Dr. Barrie. "I recently had a patient with a rare congenital malformation. Through our UCSF



(From left) Lawrence Tiglao, MD, obstetrician-gynecologist and medical director of the OB Hospitalist Program; and Simon Y. Lee, MD, UCSF pediatric hospitalist and medical director of the Pediatric Hospitalist Program, represent the outstanding hospitalists on our Maternal Child Health Team.

affiliation, I was able to connect her with their Achondroplasia Program where she received customized care from world-leading experts.”

Our *Washington Prenatal Diagnostic Center*, in partnership with UCSF, provides pregnant women with sophisticated counseling, screening and diagnostic testing for any fetal or maternal disorders. Now, our high-risk patients don’t need to drive far for multiple prenatal appointments as everything is done in Fremont. This year, a new full-service Antepartum Services Program was launched for women who must be admitted for long periods because of conditions like preterm labor, pregnancy-induced hypertension and carrying multiple babies.

The *Special Care Nursery* is the only level II neonatal intensive care unit (NICU) in the area and is staffed by top neonatologists from UCSF Health. When necessary, the smallest and sickest babies are transferred to our affiliate, UCSF Benioff Children’s Hospital, which has one of the top ranked NICUs in the country.

IT TAKES A VILLAGE

We are pleased to offer a full range of prenatal and postpartum classes and other resources for expectant parents through our *Washington Maternal Child Education Center*. Breast pump rentals and lactation consultations are available to breastfeeding mothers. As part of Washington Hospital’s mission of promoting a healthy community, these free and low-cost services are available to all local residents, regardless of where they go for health care.

In addition to Dr. Barrie continuing her family’s legacy of delivering babies at Washington Hospital, she also had two of her own children here. “This is a family-oriented environment where everyone is committed to the Patient First Ethic, and I am proud to work where I felt safe and comfortable delivering my own children.”

Time Matters When Stroke Strikes

When 911 is called for someone in Southern Alameda County at the first signs of stroke, that person enters a well-orchestrated plan of care by an expert team specially trained to deliver life-saving treatments fast. Our Stroke Team members are available and on-call 24/7/365 when alerted to a “Code Neuro,” which means a stroke patient is en route to the Emergency Department (ED). This sets in motion a seamless process to assess, test, diagnose and treat that patient upon arrival.

Washington Hospital has recently been recertified as a Primary Stroke Center (PSC) by the Joint Commission in collaboration with the American Heart and American Stroke Associations. We are also the designated receiving center for strokes in Southern Alameda County.


Our comprehensive Stroke Program, led by Co-medical Directors Jack Rose, MD, and Prabhjot Singh Khalsa, MD, is made up of a large team of multidisciplinary health care professionals.

Strokes, also called “brain attacks,” happen when blood flow to part of the brain is cut off due to blocked arteries (ischemic stroke) or when a blood vessel bursts causing bleeding inside the head (hemorrhagic stroke). Stroke is the fifth leading cause of death in the U.S. and the major contributor to serious adult long-term disability. The good news is that 80 percent of strokes are preventable and when addressed quickly, most are treatable.

“Every minute counts with a stroke, and 911 should be called immediately when symptoms arise so the person can be assessed and treated as soon as possible for the best outcome,” emphasizes Dr. Khalsa. A stroke patient can receive a clot busting medicine called tPA within 4½ hours of experiencing symptoms or undergo procedures that can restore blood flow to the brain and prevent permanent disability.

Everyone should be familiar with the acronym *BE FAST* to spot signs of stroke, which often occur suddenly and without pain (except for otherwise unexplained acute severe headache or neck pain). Even if these symptoms or signs only last seconds to minutes, 911 or the person’s doctor needs to be alerted. It’s a reminder that timely treatment, and more specifically calling 911, is the key to saving someone’s life or reducing their disabilities from stroke.

BE FAST STANDS FOR:



Balance – Is the person experiencing a sudden loss of balance or coordination?

Eyes – Is the person having a sudden change in vision or trouble seeing?

Face – Ask the person to smile. Does one side of the face droop?

Arms – Ask the person to raise both arms. Does one arm drift downward?

Speech – Ask the person to repeat a simple phrase. Is their speech slurred or strange?

Time – If you observe any of these signs, call 911 immediately.

“If not treated quickly, stroke can result in serious deficits such as the loss of one’s ability to think, move or speak,” explains Dr. Khalsa. “Unlike a heart attack — after which a patient can recover and regain a functional life — the damage done during a major stroke is usually permanent and its impact can be devastating for the survivor and their loved ones.”

Being a PSC means every stroke patient receives the most current care from the moment emergency medical services (EMS) responds to their call through when they leave the hospital and begin the recovery process. Last year, Washington Hospital’s Stroke Program, which treats nearly 500 stroke



(From left) Members of our multidisciplinary Stroke Team: Honey Varghese, BSN, RN, CCRN, CNRN; Michael Platzbecker, MSN, RN, CEN; Raymond Hernandez, CT; Jack Rose, MD, neurologist and Stroke Program medical co-director; Peter Liang, PharmD; Maria Nunes, MSN, RN, NP, NP-BC, Stroke Program co-coordinator; Bryan Beall, DO, Emergency Department physician; Prabhjot S. Khalsa, MD, neurologist and Stroke Program medical co-director; and Lizette Baradi, CPT.

patients a year, reported 61 percent of patients had a good outcome at discharge which is significantly higher than other California hospitals.

“We provide very high-quality stroke care (at a level usually only available at major academic medical centers) in a community hospital setting that allows our team to provide a significant amount of personal and individualized attention to patients,” says Dr. Rose. “In addition to good physical outcomes, we care about our patients’ social and emotional health. Even during this time of COVID-19 when visitors cannot be on-site, we make sure the family stays updated and well-connected to their loved ones in the Hospital.”

Part of the stroke team’s mission is to educate the community about the importance of calling 911 at the first signs of stroke to minimize disability



Cerebrovascular and neurointerventional surgeon, Jeffrey Thomas, MD, FAANS, FACS, checks in on a patient recovering from an aneurysm.

and save lives. In 2019, 64 percent of all our stroke patients arrived via ambulance, an improvement over past years. Community outreach continues with informational fairs, quarterly seminars and monthly support groups to help recovering stroke patients. Some events are postponed or online due to COVID-19.

“We are very proud of our Stroke Program and work hard to keep it moving forward, offering the latest medical advancements and compassionate, patient-centered care,” adds Dr. Rose.

Building the Future

We never know when an accident will happen or a sudden illness will arise. No one can predict an earthquake or other natural disaster. When we optimistically began this new year and decade, no one knew a global pandemic would soon change everything. One thing is certain when unexpected things happen — it's important that essential community services are ready when we need them, and hospitals are at the top of that list.

Planning for the future is an integral part of Washington Hospital Healthcare System's mission. We must ensure we have the facilities and resources to serve a community that has grown from 18,000 people when we opened 62 years ago, to today's population of over 365,000. We must keep up with advances in medicine and technology to continue offering high-quality health care. We also have to comply with unfunded government mandates for seismic safety by the 2030 deadline.

FACILITY MASTER PLAN: PHASES 1 AND 2

The Washington Township Health Care District Board of Directors developed a long-term Facility Master Plan in 2000 that guides improvement and expansion of our main Hospital campus. Phase 1 of the plan called for construction of the Central Utility Plant that was completed in 2011, and the Center for Joint Replacement building which opened in 2012. Phase 2 entailed building the seven-floor parking garage that opened in 2016, and the Morris Hyman Critical Care Pavilion which opened in late 2018. All these projects were completed on time and on budget.

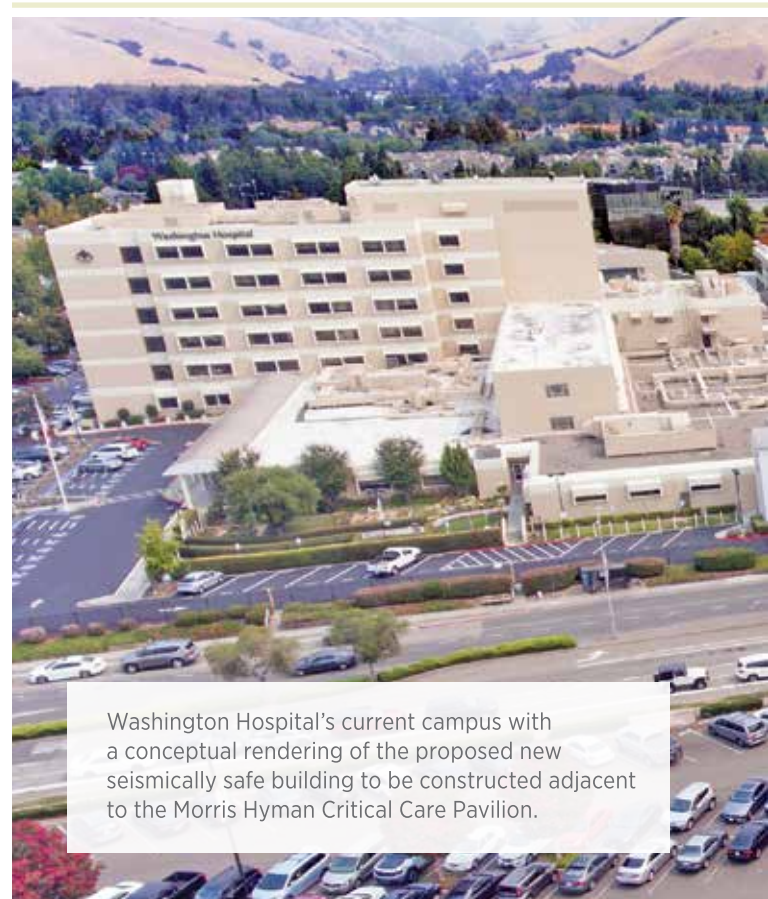
Our Pavilion opening was pivotal for Washington Hospital. The three-story building with a progressive, patient-focused design houses our expanded Emergency Department. On the second floor are state-of-the-art Critical Care Units, and the third floor has another 68 medical-surgical beds. The building is seismically safe, designed on a sophisticated base isolation system. Also ensuring

patient safety are the all-private rooms, some with negative pressure to prevent the spread of infectious diseases, which have proven invaluable during the pandemic.

"Public reaction to the Morris Hyman Critical Care Pavilion has been overwhelmingly positive and the modern new facility has been fundamental to the Hospital's successful response to the COVID-19 pandemic," says Sr. Vice President and Chief Operating Officer Ed Feyen.

PHASE 3: THE HOSPITAL'S FUTURE

Now, we look ahead to the third and final phase of the current Master Plan: build-out of shell space in the Pavilion and a proposed new building adjacent and connected to the Pavilion that will replace the 65-year-old main Hospital tower.



Washington Hospital's current campus with a conceptual rendering of the proposed new seismically safe building to be constructed adjacent to the Morris Hyman Critical Care Pavilion.

“The new building we are proposing would complete and complement the Pavilion, allowing us to provide the rest of our health care services in state-of-the art, seismically safe facilities, featuring all the amenities necessary for safety and comfort in a patient and family-focused Hospital environment,” says Feyen.

Today, many of our primary clinical operations and services are located in the original patient tower, which does not meet California standards for seismic safety. Phase 3 entails moving these departments into unfinished areas of the Pavilion and the proposed new building. Functions that would move into the Pavilion include: Operating rooms (OR) including the addition of advanced hybrid ORs, the supporting Sterile Processing Department, the Medical Imaging Department and Pharmacy.

The new building would be approximately 200,000 square feet and would feature all private rooms with abundant natural light, like the Pavilion. This structure would house all Maternal Child Health-related departments such as the Birthing Center, Special Care Nursery, and Pediatrics; as well as additional medical/surgical units, Physical and Occupational Therapy Rehabilitation, Vascular Imaging, Cardiac Catheterization and the Clinical Laboratory.

“Our community is growing and aging, which increases the need for excellent health care,” adds Feyen.



“ These construction plans would accommodate the district long into the future, ensure safeguards necessary in case of natural disaster or pandemic, and provide a medical campus this community would be proud of.

Tri-City Strong

We have often heard the word “unprecedented” used to describe the time since the COVID-19 pandemic struck earlier this year. But amidst all the change, one thing that remains the same is the enduring support Washington Hospital receives from its community. It has come in the form of messages of gratitude, acts of generosity, words of encouragement and gifts of extraordinary value. Every single one became a powerful affirmation of the heroic work being done by our team of dedicated physicians, nurses and support staff.

From the day the shelter-in-place was ordered in mid-March, our community mobilized from their homes with an outpouring of support for the Hospital. At first, we received donations of much needed personal protective equipment (PPE) which had become scarce and difficult to secure for health care providers nationwide. Donations, large and small, came from every corner of the community.

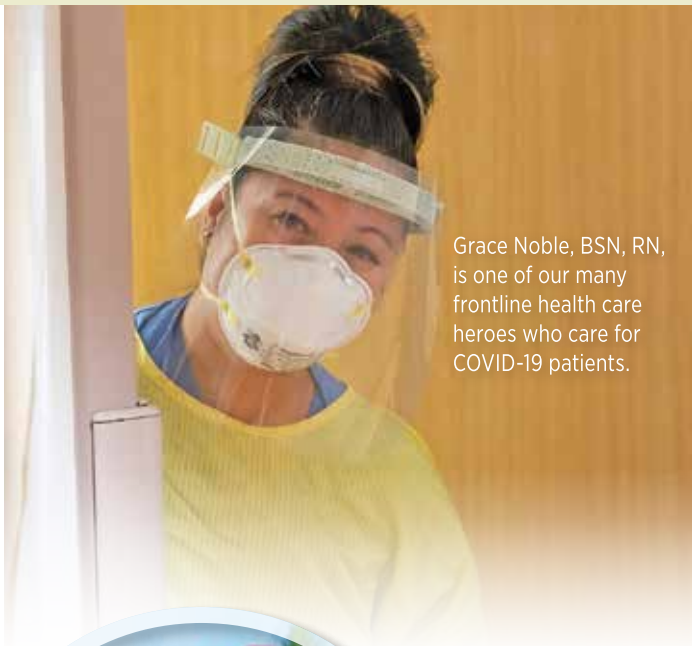
Major corporations contributed face shields and scrubs; community groups provided cases of face masks, gloves, disinfectant wipes and other supplies; and students of all ages as well as scout troops gave funds they raised and colorful masks they made.

The next wave of support came in the form of snacks and meals delivered to the Hospital for our frontline health care workers. These gifts were from individuals, Service League volunteers, large corporations, and local restaurants and businesses. Nearly 3,500 meals came in as well as gallons of ice cream, pallets of chocolate bars and hundreds of gift baskets!



Generous donations of PPE from our community enabled critical care nurses like Noor Zareen, MSN, RN, to care for COVID-19 patients while staying safe themselves.





Grace Noble, BSN, RN, is one of our many frontline health care heroes who care for COVID-19 patients.



Equally touching was the multitude of cards, signs and banners sent by community members to our

clinicians and staff, as

well as hospitalized patients who could not be visited by family members due to public health rules and safety measures.

“On behalf of everyone at Washington Hospital Healthcare System, we are so grateful for the remarkable outpouring of love and support we continue to receive from our community during the COVID-19 pandemic. Our deserving physicians, nurses, and support staff work around-the-clock to deliver our signature high-quality care, while keeping their patients safe and staying healthy themselves. The mutual support we exchanged with local residents and businesses during this exceptional time will be a touchstone in the history of our Hospital.”

— Kimberly Hartz, CEO

WHHS FOUNDATION REPORT

The Washington Hospital Healthcare Foundation played a critical role during the COVID-19 pandemic, orchestrating the receipt and distribution of donations. More than \$400,000 in financial gifts was brought in for the COVID-19 Relief Fund, including a generous \$150,000 donation from Washington Hospital’s long-standing partner, Fremont Bank.

In October 2019, the Foundation hosted 650 guests at the 33rd annual Top Hat Dinner Dance which garnered more than \$185,000 for a state-of-the-art 3D mammography machine for the Women’s Center. Guests mingled at a lavish garden reception, enjoyed a gourmet meal and performance by the popular retro performance group “Flashback.” Then in December, Trees of Angels lighting ceremonies were held at the Hospital and around South County. This was the 25th year that this festive, fruitful holiday tradition has raised money for local hospice and palliative care.

Sadly, due to COVID-19, the annual Gene Angelo Pessagno Golf Tournament, which traditionally raises funds for surgical services, was canceled in May for the first time in 35 years.

“While this year came with its challenges, it also brought unexpected silver linings,” says Foundation President John Dutra. “We are awed by the generosity of past donors and several new ones who stood shoulder to shoulder with our brave frontline health care heroes by contributing money, gifts and a steady stream of thoughts and wishes.”

If you would like to make a donation to Washington Hospital Healthcare Foundation’s special COVID-19 Relief Fund, call the Foundation at 510.818.7350, go to www.whhs.com/foundation or send an email to foundation@whhs.com.



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

First and foremost I thank our dedicated nurses at Washington Hospital who have shown fortitude and resilience in the face of COVID-19 — a time that will forever change health care. The World Health Organization could not have been timelier in designating 2020 as the International Year of the Nurse on this 200th anniversary of Florence Nightingale’s birth. Florence would be proud of our nurses, as I am.

Even before anyone heard of COVID-19 last year, we were on the path with our new CEO, Kimberly Hartz, to strengthen collaborative relationships between nurses, doctors, support staff and Hospital administration; and further define our culture of safety. Kimberly and I implemented a regimen of weekly rounds in all units. This face-to-face open exchange of ideas, updates, concerns and challenges is proving invaluable during the pandemic.

On August 3, we applied for recertification of our prestigious Magnet® status, the international gold standard in nursing and a distinction we have maintained since 2011. As you can read in the stories following this letter, Washington Hospital nurses are the embodiment of Magnet recognition on every front. More than 80 percent of our direct care nurses have achieved a Bachelor of Science in nursing as well as myriad specialty certifications, far exceeding national benchmarks. In addition to their education, they are skilled, talented, innovative and compassionate.

Our nurses’ ingenuity has shone through while they have adapted to constant changes brought on by COVID-19. We are proud of our family-centered focus, although incorporating family members into the care team has proven more challenging when they are not allowed on-site to visit their loved one and are only in touch by phone and video. And by our nature, nurses are close, not socially distant to those we care for. So we continue to find innovative ways to communicate with and compassionately care for patients through the layers of personal protective equipment.

In addition to our extraordinary nurses, I am grateful to the physicians and staff and our volunteers for their teamwork during this challenging time. I also thank the Hospital administration and our board of directors for their leadership as we navigate this evolving health care frontier.

Nurses are being called heroes now, and while the recognition is appreciated and deserved, I know they have always been heroes. Throughout our history and whatever the future brings, Washington Hospital nurses remain wholeheartedly committed to the Patient First Ethic at the bedside, on the frontlines and in the community.

Nurse Supply Czars ensure frontline health care workers are protected

Washington Hospital is committed to ensuring frontline staff always have the right supplies, in the right place, at the right time to protect themselves while delivering high-quality patient care. During the pandemic, this includes critical supplies like disinfectant wipes, gloves, gowns, masks and face shields.

COVID-19 has caused a significant strain on the supply chain and timely distribution of all types of personal protective equipment (PPE). It has become common for expected supplies to be suddenly unavailable in the quantities ordered or not available at all.

Despite daily monitoring of PPE and expected usage, maintaining an adequate supply and providing them to frontline health care workers in a timely and organized way presented a complex challenge. Chief Nursing Officer Stephanie Williams recognized the need for point-of-care coordination and delivery of supplies so frontline nurses could be confident they could keep patients and themselves safe. To this end, she implemented the role of Nurse Supply Czar.

Nurse Supply Czars made it a priority to understand the amount and types of PPE that needed to be appropriated for each unit to ensure nurse safety and quality patient care. Supported



(From left) Storekeeper Stacey Winterholler works with nurse supply czar Christine Mikkelsen, BSN, RN, RNBCM, to ensure everyone has the necessary PPE.

by nursing leadership, the czars worked closely with the storeroom to design a supply matrix that enabled them to distribute sufficient PPE while preventing waste. Each shift huddled with the supply storeroom to discuss any new issues and changes in required supplies.

The role of Nurse Supply Czars has been pivotal during the pandemic and having them readily available around-the-clock made our frontline staff feel safe, confident and protected. Washington Hospital will continue to adhere to our transformational leadership strategy by empowering our nurses, as frontline staff, to ensure their patients' safety, while at the same time realizing the importance of their role and its impact on the wider community.

Reaching toward higher education and certifications



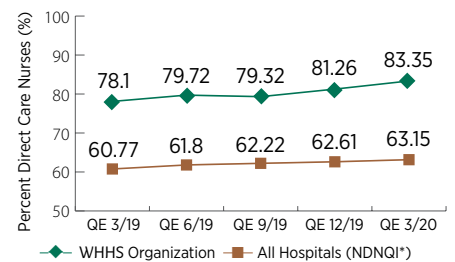
Lini Varghese, BSN, RN, RNBCM; Danelle Alba, BSN, RN, RNBCM; Yul Kassimidis, BSN, RN, RNBCM; Joyce Calixto, MSN, RN, RNBCM; Patrick Ceralde, BSN, RN, RNBCM; Christine Mikkelsen, BSN, RN, RNBCM; and Alyssa Sozio, BSN, RN, RNBCM, are some of our many nurses who have pursued higher education and achieved advanced certifications.

As a Magnet® designated facility, Washington Hospital encourages and supports nurses in their journey to obtain higher education degrees and professional specialty certifications. In accordance with the 2010 Institute of Medicine’s (IOM) report, “The Future of Nursing: Leading Change, Advancing Health,” our nursing leadership collaborated with representatives from Shared Governance councils to reach a strategic goal of 80 percent of Washington Hospital nurses holding a bachelor’s degree or higher by 2020. We are proud to report that we achieved this goal a full year early.

In addition to nurturing nurses’ pursuit of higher education, Washington Hospital supports and assists nurses in achieving professional certifications. Last year, the Hospital provided interested nurses with the American Nurses Credentialing Center’s Medical-Surgical Nursing Certification Interactive Review Course Workshop in classroom-based and online formats. As a result, 20 medical-surgical nurses obtained their certification.

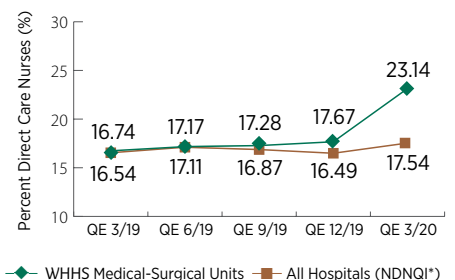
While obtaining professional certification and advanced degrees is personally satisfying and shows a commitment to continuous learning, the value to patients is a well-educated clinical nurse that demonstrates critical thinking and better decision-making built on evidence-based guidelines.

Washington Hospital Nurses with a BSN or Higher Academic Degree (FY 2019)



83.35 percent of our nurses who provide care directly to patients have a Bachelor of Science in nursing or higher degree, which far exceeds the national benchmark.

Washington Hospital Medical-Surgical Nurses with a Specialty Certification (FY 2019)



23.14 percent of our Medical-Surgical nurses who provide care directly to patients have at least one specialty certification, which is significantly higher than the national benchmark.

*NDNQI = National Database of Nursing Quality Indicators.

Innovative positioning to improve COVID-19 patient outcomes

Clinical management of patients with COVID-19 is challenging and has evolved over the course of the pandemic. One of the clinical hallmarks of this novel virus is the impact on the patient's respiratory system and resulting respiratory distress.

Patients who have severe problems with breathing need a wide range of support, from breathing treatments and supplemental oxygen to intubation and mechanical ventilation for life support. Mechanical ventilation can give the patients' lungs a chance to recover, but sometimes breathing does not improve and the physicians, registered nurses and respiratory therapists need to implement other approaches.

Since 2013, Washington Hospital nurses have used a technique known as "prone positioning," or having the patient lie face down, as an additional evidence-based intervention to promote better exchange of oxygen within the lungs. Proning a patient on mechanical ventilation is a complex, highly coordinated activity. To assure patient safety when prone positioning is used, nurses coordinate a team of four to six staff members to help with the process.

During the COVID-19 pandemic, the Critical Care nursing staff collaborated with intensivists to implement prone positioning to prevent worsening of non-intubated patients' respiratory status. Patients were instructed on how to prone themselves and were assisted by a team of nurses and physical therapists. Several of our patients with coronavirus have responded so well to prone positioning that they did not require mechanical ventilation. Seeing how well this low tech, but highly effective method has worked for patients has been gratifying for our nurses.



Critical care nurses (from left) Shikha Shrestha, BSN, RN, CCRN, and Noor Zareen, MSN, RN, place a COVID-19 patient into a prone position to help him breathe easier.

COVID-19 Resource Nurses ensure staff and patient safety

Responding to a novel virus such as COVID-19 requires significant attention to infection prevention practices including isolation requirements, putting on and taking off personal protective equipment (PPE), and preventing the risk of cross contamination. Clinical practice changes around use of PPE were frequent, sometimes daily, as knowledge of the virus evolved. Protocols varied regularly based on the ever-changing landscape of availability, procurement and CDC recommendations.

A new role called “COVID-19 Resource Nurse” was implemented to ensure that every person who comes in contact with a suspected or confirmed COVID-19 patient is protected with the appropriate PPE. These resource nurses are strategically placed in all areas of the Hospital where COVID-19 patients are cared for. They provide training and support, and monitor every person entering a patient room — whether it is another nurse, physician, respiratory therapist, housekeeper or phlebotomist. COVID-19 Resource Nurses are empowered to “stop the line” for infection prevention if work standards are breached.

Responsibilities include:

- Observe donning and doffing of staff entering and exiting COVID-19 patient rooms and the cleaning process for face shield and eye protection
- Assist with Code Blue response by ensuring compliance with correct donning and doffing procedures of the Code Blue team members responding to the emergency
- Provide just-in-time training for staff newly assigned to suspect and confirmed COVID-19 patients
- Assist with coordination of patient transports utilizing the special procedure for transporting COVID-19 patients and monitor the process for correct technique
- Communicate updates to staff regarding COVID-19 patient care and infection prevention practices

Comprehensive care of the COVID-19 patient is complex and changes frequently. The role of the COVID-19 Resource Nurse is critical to ensuring safety of the frontline team so they can continue to provide exceptional patient-centered care.

Before anyone, like nurse Kevin Cole, BSN, RN, enters the room of a patient with coronavirus, they don PPE in the presence of a COVID-19 Resource Nurse who ensures everything is secure and done correctly.



Nurse-driven initiatives decrease infections



(From left) Infection Prevention Program Coordinator Paige Dyjack, MPH, BSN, RN; Uyen Le, BSN, RN, RNBCM; and peripherally inserted central catheter (PICC) nurse Roy Coloma, BSN, RN, VABC, RNBCM, discuss correct catheterization techniques.

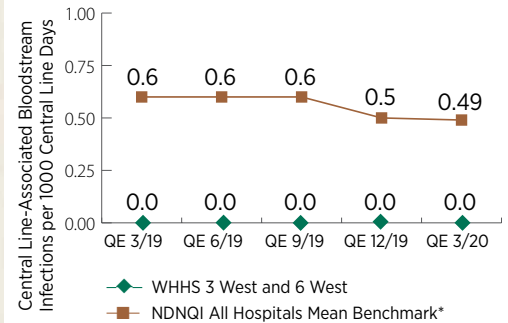
Everyone at Washington Hospital focuses their work around the Patient First Ethic, which means they are committed to patient safety and quality care. Preventing hospital-acquired infections (HAIs) — especially catheter-associated urinary tract infections (CAUTI) and central line-associated bloodstream infections (CLABSI) — is high on the list of priorities for clinical nurses.

To prevent infections, the Quality Improvement Council collaborated with nursing and infection prevention leadership to develop “CAUTI and CLABSI bundles.” The group’s goal was to reduce these infection rates to zero.

The basic elements of these CAUTI and CLABSI bundles include inserting catheters and central lines only when necessary, correct techniques for insertion and maintenance, and removal when no longer clinically indicated. Implementation of the bundles included work groups, training unit-based champions, and an audit process to ensure success.

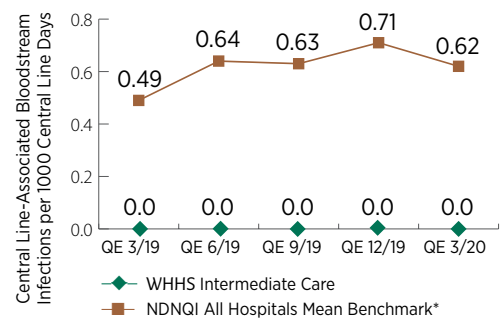
The process is monitored on a daily basis and results are reported quarterly. These nurse-driven quality improvement initiatives have led to Washington Hospital’s CAUTI and CLABSI results consistently outperforming other hospitals nationwide.

Central Line-Associated Bloodstream Infections at Washington Hospital Medical-Surgical Units Compared to NDNQI Benchmark (Lower is Better)



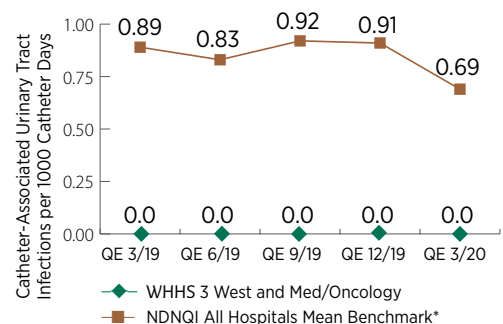
None of the patients on our Medical-Surgical Units had a central line-associated bloodstream infection which is better than hospitals nationwide.

Central Line-Associated Bloodstream Infections at Washington Hospital Intermediate Care Unit Compared to NDNQI Benchmark (Lower is Better)



We had zero central line-associated bloodstream infections on our Intermediate Care Unit which is outstanding compared to U.S. benchmarks.

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



Not one patient on our 3 West or Med/Oncology Unit acquired a catheter-associated urinary tract infection — an exceptional result.

*NDNQI = National Database of Nursing Quality Indicators.

Professional Engagement Council supports staff resiliency

Shared governance at Magnet® designated hospitals promotes an environment that embraces shared decision making and accountability within the professional practice of nursing. Our shared governance framework includes these councils: Coordinating, Administrative, Clinical Innovation & Technology, Education, Quality & Research, Professional Engagement and Night Shift.

The primary purpose of the Professional Engagement Council (PEC) is to promote work engagement and a healthy work environment within our nursing workforce. This group’s input became invaluable when the coronavirus crisis hit. The onset of the pandemic brought trying times, and nurses faced numerous changes at work which impacted their mental and physical capacities. Many of them struggled with the fear of being exposed to the virus and bringing it home to their families while fulfilling their commitment to Washington Hospital’s Patient First Ethic. Personal protective equipment became part of the “new normal,” requiring nurses to adapt

and assimilate to new safe care practices. The PEC mobilized, seizing on the opportunity to support nurses and promote resiliency in the workplace.

Thanks to the leadership of co-chairs Christine Mikkelsen, BSN, RN, and Abigail Ilagan, BSN, RN, under the administrative direction of Assistant Chief Nursing Officer Brenda Brennan, MS, RN, CNS, CEN, leaders from all care areas compiled evidence-based resources, innovative ideas and simple processes to support the nursing staff during this unprecedented time. Spiritual Care Coordinator J. B. Goodier also consulted with the PEC to ensure resources were provided for the mental well-being of staff during the pandemic.

Information on meditation, stress management, spiritual care and guided relaxation were added to the Hospital intranet COVID-19 weblink for all staff to access. The PEC also created screensavers with positive messaging and images of nurses working together as a team for use on workplace monitors. The message is simple: “Beat COVID-19!”



Encouraging screensavers developed by the Professional Engagement Council can be seen on workplace monitors around the Hospital.

Celebrating nurse-led interdisciplinary team collaboration

Administering medications or bandaging a wound may feel like ordinary tasks to a nurse, but sometimes it's the simple things that leave a lasting impression on patients and their families. Every day, nurses touch the lives of others with sensitivity, care, patience and kindness. It's this lasting memory of great nursing care that led the family of J. Patrick Barnes to create the DAISY Award in 1999. This honor acknowledges and publicly thanks nurses around the world for their extraordinary compassion and dedication to patient care.

Since 2005, Washington Hospital has participated in the DAISY Award program by recognizing individual nurses for outstanding patient care. In 2019, the Hospital introduced the DAISY Team Award to honor collaboration by two or more people, led by a nurse, who identify and meet patient and family needs by going above and beyond the traditional role of nursing.

The recipient of the first DAISY Team Award is the 3 West nurses (now 4 West), for their teamwork in achieving exceptional outcomes in the areas of patient safety and hospital-acquired conditions that outperformed national benchmarks. As a result



Team DAISY: 3W nurses (now 4W)

Note: This photo was taken in 2019 before the COVID-19 pandemic. Face masks are currently mandatory in all Washington Hospital facilities for everyone's protection.



Interprofessional Team Award: Stroke Team

of their commitment to nursing interventions that ensure the safety of every patient, the unit went more than 12 months without a fall with injury, central-line associated blood stream infection, or catheter-associated urinary tract infection.

Washington Hospital also recognizes excellence in interdisciplinary teamwork with the Interprofessional Team Award, and this year's recipient is the Stroke Team. Care of acute stroke patients is a collaborative effort involving physicians, nurses, therapists and technicians across a variety of departments. Through the combined efforts of the team and continual focus on patient-centered care, stroke patients at Washington Hospital demonstrate higher rates of return to neurological baseline function as compared to other California hospitals.

World-Renowned Shoulder Expert Joins IJRR

Shoulders are the most mobile and complex joints in our body. They are also susceptible to injury from sports or routine activities, as well as disorders like arthritis. Now, people of all ages are coming to Washington Hospital's Institute for Joint Restoration and Research (IJRR) for world-class shoulder treatment and surgeries performed by orthopedic surgeon John G. Costouros, MD, FACS, FAAOS.

"My career has been focused entirely on the shoulder, from educating patients and training doctors to mastering surgical techniques, advancing science and developing new technologies," says Dr. Costouros who joined the IJRR in December 2019.

Common disorders

Dr. Costouros treats include joint trauma like separations, dislocations, rotator cuff tears, and fractures of the shoulder blade, collar bone or humerus. He also addresses complex conditions that result after other therapies or surgeries have failed. Arthritis is a common problem which often causes pain, stiffness and limited range of motion, making everyday activities and sleeping a challenge.

Dr. Costouros has particular expertise in shoulder joint replacement and is one of the pioneers of reverse total shoulder replacement. He has developed several implants used in shoulder surgery today and is currently enrolling patients as principal investigator of an FDA clinical trial at Washington Hospital for a novel, less-invasive stemless reverse total shoulder replacement. This is the first of its kind available in the United States.

Dr. Costouros, who is board-certified and fellowship-trained with a certificate of added qualification in sports medicine, has treated all levels of athletes like weekend warriors, high school and college athletes, as well as local professionals like 49ers, Warriors and Giants players.

Depending on the diagnosis, physical therapy can resolve some shoulder issues. Dr. Costouros also uses steroid and other injections to treat some conditions. He has published research in numerous areas pertaining to the shoulder including novel surgical techniques, clinical results of shoulder surgery, and the effectiveness of ultrasound-guided injections.



Shoulder specialist John Costouros, MD, examines his patient's range of motion.

Surgery is discussed when other treatments fail to resolve pain and loss of function. Dr. Costouros performs more than 40 different types of traditional and arthroscopic shoulder surgeries. He was one of the first surgeons to bring reverse total shoulder replacement to the U.S. upon FDA approval in 2004.

"Implants are becoming less invasive and more bone preserving, and anesthesia practices

for pain control are improving, allowing patients to go home the same or next day after shoulder replacement," adds Dr. Costouros. "One of the most exciting developments I am directly involved with is the use of virtual planning, augmented reality, and robotic technology for greater precision and accuracy during surgery."

HONORING OUR “EMPLOYEES OF THE MONTH”

Congratulations to These Everyday Heroes

Everyone at Washington Hospital Healthcare System is an integral part of our extraordinary team of essential health care workers. Each month, we recognize one person on our staff who goes above and beyond in the areas of service and care of patients and their visitors, teamwork, and commitment to continuous improvement. We are proud to honor the following “Employees of the Month” for the fiscal year 2019-20.



July 2019 — Heather Heath
Respiratory Care



August 2019 — John Bell
Information Systems



September 2019 — Hong Ly
Patient Care Services



October 2019 — Alyssa Taitague
Pharmacy



November 2019—Danielle DeNatale, RN
Patient Care Services



December 2019 — Ayele Hereboro
Patient Care Services



January 2020 — Patricia Ramirez
Patient Financial Services



February 2020 — Carolyn Crosby, RN
Patient Care Services



March 2020 — Neeloo Bhatt
Laboratory Services



April 2020 — Enrique Robles
Health Information Management

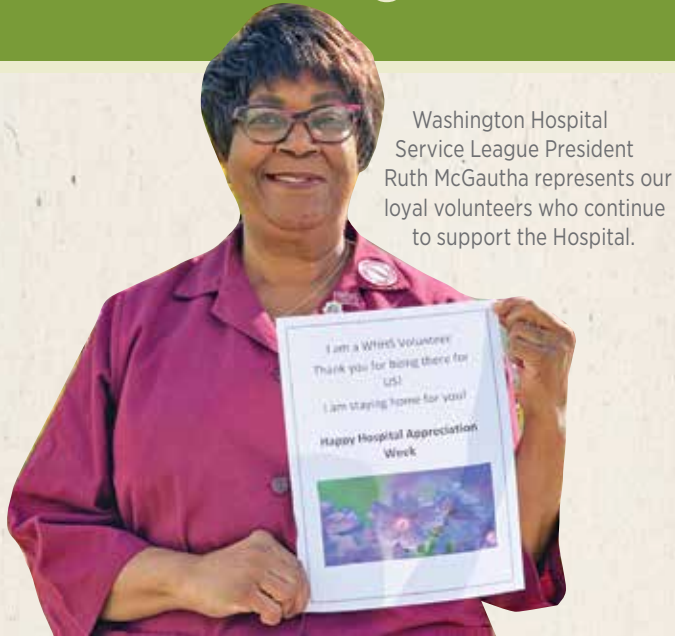


May 2020 — Kelly Bailey, RN
Information Systems



June 2020 — Kelly Van, RN
Washington Center for Wound
Healing & Hyperbaric Medicine

Service League Celebrates 65 Years



Washington Hospital Service League President Ruth McGautha represents our loyal volunteers who continue to support the Hospital.

Washington Hospital's Service League has often been called the heart and soul of the Hospital, and during their 65th anniversary year, it was clear that absence makes the heart grow fonder. For everyone's safety, our workforce of more than 600 volunteers was temporarily sidelined when the shelter-in-place mandate went into effect on March 17. Not having these invaluable members of our team on-site during the pandemic created a void, but in true Service League style, they made their presence felt in other creative, caring ways.

While our volunteers in their signature burgundy shirts were not working within our walls, they served from home sewing baby bonnets, assembling gift baskets, and posting selfies displaying homemade signs of support for our frontline doctors, nurses and staff. These Washington Hospital ambassadors also served a critical function in our community as role models for controlling the spread of COVID-19 — wearing a mask, practicing hand hygiene and social distancing.

“On behalf of the volunteers, we miss being at the Hospital but our hearts are with the staff as they continue to take excellent care of patients,” says Ruth McGautha, Service League president. “Even without volunteers on hand, the Hospital has continued to meet the community's health care needs in a safe manner, and for that we are all grateful.”

Before the pandemic in FY20, the group logged 29,311 volunteer hours and raised \$45,000 which they donated to purchase many new hospital beds and new wheelchairs for the front lobby.

These contributions add to the millions of hours and dollars invested by the organization toward key renovations and equipment since the Service League was founded in 1955. On this anniversary milestone, the Hospital salutes charter member Laura Pessagno for her incredible 65 years of service and gives a heartfelt thank you to all the valuable volunteers who make up our Service League. They have been missed during the COVID-19 pandemic, but remain at the heart of Washington Hospital.



Laura Pessagno, one of the original founding members of the Service League, has been a dedicated volunteer for 65 years.



(From left) Kavya, Sravan and Varalakshmi Tallapaka are members of a local family who all volunteer at the Hospital. Here, they show their support from home during National Hospital Week.

2019 – 2020 Financial Statements

HOSPITAL STATISTICS

FY 2020

Admissions	10,615
Patient Days	53,231
Deliveries	1,520
Surgery Cases	4,183
Outpatient Visits	82,963
ER Visits	51,526
Physicians on Staff (as of June 30, 2020)	554

BALANCE SHEET (in \$000s)

June 30, 2020

Current Assets	\$ 192,428
Assets Limited As to Use	234,880
Property, Plant and Equipment	697,785
Other Assets	17,765
Deferred Outflows	65,665
Total Assets and Deferred Outflows	\$1,208,523

Current Liabilities	\$ 170,545
Long-Term Debt	556,097
Other Long-Term Liabilities	80,991
Deferred Inflows	63,497
Net Position	337,393
Total Liabilities, Deferred Inflows and Net Position	\$1,208,523

INCOME STATEMENT (in \$000s)

FY 2020

Net Patient Service Revenue	\$ 499,516
Other Revenue	13,403
Total Operating Revenue	512,919

Salaries and Benefits	311,298
Other Expenses	236,998
Total Operating Expenses	548,296

Operating Income (35,377)

Federal Grant Revenue	29,948
Interest Expense	(22,298)
Property Tax Revenue	17,026
Other Non-Operating Expense, net	9,782
Total Non-Operating Revenue	34,458

Other Changes	1,196
Net Income	\$ 277

CASH EXPENDITURES (in \$000s)

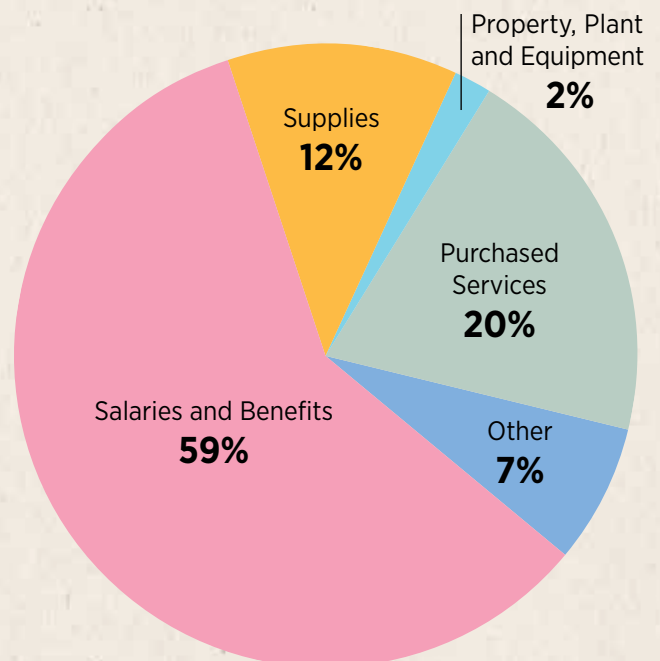
Salaries and Benefits	\$ 311,298
Property, Plant and Equipment	9,471
Purchased Services	106,343
Supplies	63,811
Other	39,211

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, 2020, Washington Hospital provided uncompensated health care services with an estimated total cost of approximately \$64 million to the community's medically indigent population. Additional uncompensated health care services with an estimated total cost of more than \$151 million were provided to Medicare and Medicare HMO patients. The district also provided a myriad of health education and wellness programs that are available to the general public, and other general community support, at an estimated cost of \$3 million.

Cash expenditures

Fiscal year ending June 30, 2020



POSTAL CUSTOMER

COVID-19 and the Flu: What Can You Do?

Be Safe, Prevent the Spread and Stay on Top of Your Health

Now that flu season is upon us, it's more important than ever to protect yourself and others from getting sick. The same things you have been doing to prevent the spread of COVID-19 will also help avoid getting and spreading the seasonal flu: **wash your hands, wear a mask and practice social distancing.** Also, get a flu shot for you and family members. Remember, if you or a loved one develops symptoms like fever, cough, shortness of breath, fatigue, sore throat, runny or stuffy nose, body aches, headache, or loss of taste and smell, contact your primary care physician for advice and next steps.



Keeping up on other health issues is just as essential as staying safe from viruses. Stay current with regular checkups, maintain ongoing treatments, and contact your doctor or seek emergency help if there are any changes in your health. **Patient safety is a top priority at the Hospital,** so we are ready for you and your loved ones when care is needed.

We are proud of this community for doing the right things in 2020 to protect yourself and those around you. Thank you for your cooperation in preventing the spread, your support for our health care heroes and your ongoing teamwork! Together we'll stay safe and healthy.

