



# HealthSigns



Fall 2013

2012-2013 ANNUAL REPORT EDITION

**Survivors:** The Catalanos talk about their come-back story

## Hello Digital

Meet WeCare, our electronic health records system

## Aligning With the Best

Washington Hospital Healthcare System and UCSF team up

## Bravo to Our Nurses

An investment in knowledge pays the best interest

## Award-Winning Year

Our commitment to quality gets national recognition

## High Tech Health

The latest in cath lab technology is here



# HealthSigns

Fall 2013



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Stay connected to Washington Hospital at [www.whhs.com](http://www.whhs.com) and on Facebook. Browse our calendar of upcoming events, and other happenings taking place at your community hospital.

[www.whhs.com](http://www.whhs.com)



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Durany Mohammed is just one of the many generous people in our community who give their time, energy and talent to help make Washington Hospital what it is today.



# Community. Quality. Innovation.

We are proud to share with you Washington Hospital Healthcare System's Annual Report for fiscal year 2012-13. This report describes our recent progress in the continuing journey to give you and your family healthier, more fulfilling lives. Highlights include:

## PARTNERING FOR TOP QUALITY HEALTH CARE

Washington Hospital Healthcare System and the University of California San Francisco (UCSF) Medical Center announced a collaborative relationship to create a comprehensive, integrated regional health care network serving the needs of our local community. We will retain our independent governance as a health care district serving local residents. This partnership with one of the most respected hospitals in the country will give us the opportunity to benefit from shared best practices, reduce costs, and further improve quality.

## ADVANCING OUR TECHNOLOGICAL EDGE

We completed upgrades to our advanced Catheterization Laboratory (Cath Lab), which houses the latest technology to diagnose and treat patients with cardiac and vascular

problems. Operated by a highly skilled, experienced team, the new Biplane Cath Lab uses two X-ray sources, along with the latest in digital recording equipment, to give physicians higher resolution, three-dimensional images for a clearer picture of what's going on inside the body. This technology enables our physicians to perform a number of leading-edge interventional procedures using a minimally invasive approach.

## CONTINUING NURSING EXCELLENCE



Washington Hospital is proud to have celebrated completion of our second year as a Magnet®-designated hospital in recognition of the superior nursing care we provide to our patients. As the highest level a hospital can achieve for quality of nursing care, this honor is accorded to less than seven percent of hospitals in the country. Guided by our Patient First Ethic, the nurses place great emphasis on excellence and innovation. They enthusiastically embrace new technologies and participate in numerous strategies to improve quality and safety.

## HARNESSING TECHNOLOGY FOR BETTER PATIENT CARE

Last summer, we launched WeCare, a comprehensive electronic health record system, throughout the Hospital's inpatient and outpatient departments and at the Washington Outpatient Surgery Center. This sophisticated technology puts patients first by giving our providers timely access to accurate information about each patient no matter where they are in our Healthcare System.

*Donna Duran, RN, helped lead the implementation of Washington Hospital's WeCare electronic medical record system, enabling us to provide more accurate, personalized and timely patient care.*



# MISSION STATEMENT

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

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

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

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



Many of our services have earned recognition from respected health care sources regionally and nationwide. Listed below are just a few of the awards and accreditations received. For a complete list, visit [whhs.com/about/awards](http://whhs.com/about/awards).



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.

Washington Hospital has received a three-year Accreditation Award with Commendation from the American College of Surgeons' Commission on Cancer (CoC). The accreditation acknowledges Washington Hospital as a Comprehensive Community Cancer Program.

The National Accreditation Program for Breast Centers NAPBC has honored Washington Hospital with a three-year full accreditation of its Breast Health Program for its commitment to providing the best possible care to patients with diseases of the breast.

Healthgrades named Washington Hospital one of America's 100 Best Hospitals for Joint Replacement and the only recipient of the award in the Bay Area for two consecutive years.

Washington Hospital is a recipient of the Healthgrades Joint Replacement Excellence Award for seven years in a row and is the only Bay Area hospital to receive this prestigious recognition for this many consecutive years.

The Joint Commission has granted Washington Hospital full recertification of its Advanced Primary Stroke program. The Stroke Program certification process is designed to help organizations continuously provide safe, high-quality care, treatment and services.

Washington Hospital's Stroke Program earned top honors by receiving the Gold Plus Performance Achievement Award as part of the American Stroke Association's Get With The Guidelines — Stroke program.

Washington Hospital is a recipient of the 2012 Healthgrades Stroke Care Excellence Award.

# FROM THE Chief Executive Officer

This past year has been filled with many accomplishments and changes for Washington Hospital. Each has been made with the sole goal of providing the very best health care for our patients and the residents of our community. This goal is the heart of Washington Hospital's Patient First Ethic.

Included among these recent accomplishments:

- The approval by more than 73 percent of district voters in November 2012 of our \$186 million Measure Z bond issue. This bond measure will continue to fund our Facilities Master Plan construction program, allowing us to build The Morris Hyman Critical Care Pavilion and a new parking structure.
- "WeCare," our new electronic medical records program, is a real benefit to our patients and their physicians. Medical providers will have immediate access to the health information of patients, providing more accurate, personalized and timely care. It helps us lower costs and it is an important step forward in meeting current state and federal health care requirements.
- And, most recently, Washington Hospital has entered into a collaborative relationship with the University of California, San Francisco Medical Center (UCSF). Our goal in undertaking this relationship with UCSF is to create a comprehensive and integrated regional health care network that serves the needs of our Washington Hospital community now and in the future.

The UCSF partnership allows Washington Hospital to benefit from being part of a larger health care network without giving up our identity or our connection to the local community. This partnership will enhance the care we can provide locally while making it easier for residents to be referred to UCSF, if needed, and it paves the way for locally expanded access to specialized physicians. We will share best practices to further improve quality of care and reduce costs. This new partnership also will help us navigate the rapidly changing health care environment resulting from new state and federal mandates, particularly the Affordable Care Act (ACA) now being implemented by the federal government. We are excited to undertake this collaboration with UCSF while still retaining local control for the benefit of our patients and district residents.

Another important innovation is the remodeling and expansion of our Biplane Cardiac Catheterization Laboratory and Radiology Room. These projects include a Biplane Cath Lab, two full-size Cath Labs, as well as upgrading the radiology rooms and adding a 64-slice CT scanner. This is an essential upgrade that provides life-saving cutting-edge technology for our patients, significantly improving patient outcomes and our ability to save lives.

Finally, the work of all those at Washington Hospital continues to be recognized by a variety of organizations for the quality of care we provide. These awards reflect Washington Hospital's continuing commitment to providing the very best health care for our community.



Nancy Farber  
Chief Executive Officer



Nancy Farber  
Chief Executive Officer  
Washington Hospital  
Healthcare System

# From the Chief of Staff

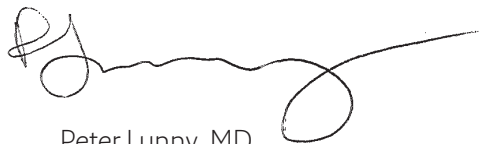
Washington Hospital's medical staff is dedicated to providing the very best care for our patients. Our physicians work closely with the Hospital to advance the quality and scope of services and improve patient outcomes. As members of the community, we are also committed to promoting the health of all District residents through screenings and educational events about prevention and other important health-related topics.

This ongoing collaboration has contributed to the excellence of many services at Washington Hospital. We are pleased that it has continued to receive recognition for quality by various organizations evaluating and measuring the medical care of providers in our region, state and nationally.

We are also proud of our partnership with the Hospital to make advancements in the critically important area of information technology. The changeover to an electronic medical record (EMR), called the WeCare program, has been completed and the medical staff is integrating the system into our ongoing daily care of patients. The EMR puts a patient's health information at the fingertips of their medical provider within Washington Hospital Healthcare System, so people will receive more personalized, accurate, and timely care. In addition, it helps to reduce errors and lower costs.

Most recently, The Joint Commission granted Washington Hospital full recertification for its Advanced Primary Stroke Program. The Commission is an independent, not-for-profit organization that accredits and certifies more than 20,000 health care programs in the U.S. The Hospital's Stroke Program is certified because it has been shown to provide safe, high quality treatment and services for stroke patients. Last year, the Program received recertification for two more years without recommendations for improvement — the highest possible outcome for recertification.

Finally, the expansion and upgrade of the Hospital's Biplane Cardiac Catheterization Laboratory is another step forward in its ongoing effort to provide cutting-edge technology and the highest quality of health care for our patients and the community.



Peter Lunny, MD  
Chief of Staff, 2013–2015  
Washington Hospital Medical Staff



*Peter Lunny, MD  
Chief of Staff, 2013–2015  
Washington Hospital Medical Staff*

# From the Board of Directors



## Washington Township Health Care District

2000 Mowry Avenue, Fremont, California 94538-1716 • (510) 797-1111

Nancy Farber, Chief Executive Officer

### Board of Directors

Patricia Danielson, RHIT  
Jacob Eapen, M.D.  
William F. Nicholson, M.D.  
Bernard Stewart, D.D.S.  
Michael J. Wallace

For more than 50 years, the Board of Directors, administration and medical staff of Washington Hospital have worked to provide the very best care to all of the residents of the Washington Township Health Care District. This goal has long been supported by district residents and voters, and was reaffirmed with a 73 percent “yes” vote on Measure Z in November 2012, approving \$186 million in bond funds for our Facilities Master Plan construction program.

Phase 2 of the Facilities Master Plan is moving forward with the Morris Hyman Critical Care Pavilion and the construction of our new parking structure. The new parking structure will provide parking relief for patients, their families, friends and other visitors to our hospital complex.

The Morris Hyman Critical Care Pavilion, scheduled for completion by 2018, is an essential component of our Master Plan. It will house our new expanded and upgraded Emergency Department and Intensive Care Unit, expanded Cardiac Care Services and additional private, single-bed patient rooms. Additional operating rooms and an expansion of diagnostic capabilities also are included in the Pavilion. The new Emergency Department will be approximately four times as large as the current emergency room providing a greater ability to meet the needs of District residents. Last year, more than 50,000 patients were treated in our emergency room.

Our review of this past fiscal year would not be complete without noting the high number and quality of the more than 23 awards, recognitions and accreditations Washington Hospital has received this past year. Among the recognitions:

- our ranking as the Fourth Best Hospital in the Bay Area on the list of “Best Regional Hospitals” in the recently published 2012-2013 “Best Hospital Guide” from *U.S. News and World Report*
- the designation of “Professional Partner” by Alameda County in recognition of our Emergency Department’s teamwork in administering life-saving intervention to a cardiac arrest patient
- a Bronze Medal of Honor from the U.S. Department of Health and Human Services for our work in reducing the number of individuals waiting for an organ or tissue transplant
- the “Partner of Change Award” in recognition of our programs to prevent pollution, reduce and recycle solid waste, eliminate mercury, reduce water and energy consumption and establish “green” purchasing policies
- numerous five-star ratings by Healthgrades for our Stroke, Joint Replacement and Neurosciences programs

Thank you for your continuing support of Washington Hospital and of our ongoing efforts to provide the very highest quality of health care for all district residents.

*The Washington Township Health Care District Board of Directors*

# Celebrating the Quest for Quality



Tina Sloan, RN, (far left) and Dr. Siobhan Calhoun, OB/GYN (far right), congratulate Satya and Nihal Amarir on the birth of their son Adam.

When expectant mothers come to Washington Hospital's Birthing Center, they trust us to provide the best obstetrical care during one of life's most memorable experiences. Each day, our staff and physicians do everything possible to meet, and even exceed, the expectations of our patients, their families and the community.

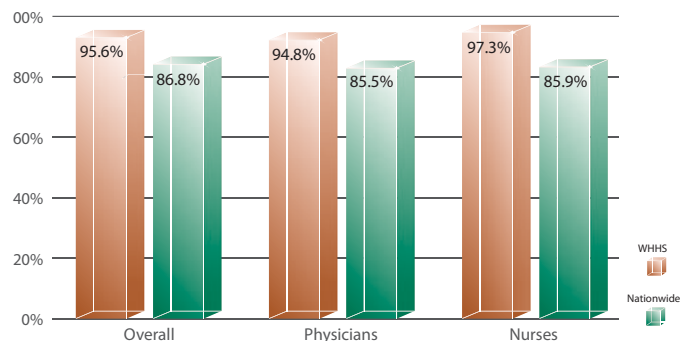
That's why we were delighted with the opportunity to voluntarily participate in an innovative program called *Quality Quest for Zero: Excellence in Obstetrical Care*. Designed to raise the quality and safety of our care to an even higher level, the initiative reduces the risk of errors through a range of proven strategies. The ultimate goal is to eliminate all preventable errors.

Our Emergency Department (ED) is also participating in a Quality Quest for Zero initiative. As a designated cardiac receiving center for Alameda County, the ED has all the elements needed to provide fast, effective emergency treatment, giving victims of cardiac arrest and other life-threatening heart problems the best chance for survival and full recovery. Washington Hospital has been a leader in providing intervention and treatment for cardiac arrest, heart attack and heart disease for more than 17 years.



ED Manager Michael Platzbecker, RN, and Brenda Brennan, RN, the ED's clinical nurse specialist, accepted an Alameda County Professional Partner "Star" Award on behalf of Washington Hospital for teamwork in administering life-saving intervention to a cardiac arrest patient.

## Quest for Zero Emergency Department Risk & Quality Score March-June, 2013



As a result of our "Quest for Zero" program started this past year, our overall Emergency Department (ED) scored 9% higher than all other hospitals nationwide for risk and quality in our latest report ending June 2013. Washington physicians scored 9% better and nurses scored 11% better than ED staff nationwide.



# Every Minute Counts with Stroke

## At Washington Hospital, We're Ready for FAST Action

Washington Hospital's Stroke Program is prepared for action 24 hours a day, so stroke patients can receive the life-saving medication they need for the best possible recovery. When the medication is administered within a 60-minute window, it's possible for patients to experience a full recovery, often returning home after just a few days.

"Effective stroke care requires a team of physicians, nurses, neurologists, radiologists, pharmacists, and other hospital staff to be at the top of their game," says Ash Jain, MD, medical director for the Stroke Program.

Our Stroke Program meets the highest quality standards for treatment of stroke patients. It is a recipient of the American Heart Association/American Stroke Association's Get With the Guidelines® Gold Plus Quality Achievement Award and the Target Stroke Honor Roll Award. To be a Target Stroke hospital, we must have a record of administering tPA (Tissue Plasminogen Activator), also known as "clot busting" medication, to stroke patients within 60 minutes of arrival in at least 50 percent of the cases.

"The key thing to remember about stroke is that every minute counts. Everyone should get educated about stroke so when it happens, they can act fast," advises Doug Van Houten, RN, the Hospital's assistant chief nursing officer and clinical coordinator of the Stroke Program. "It is often the people around a stroke victim who see the warning signs."

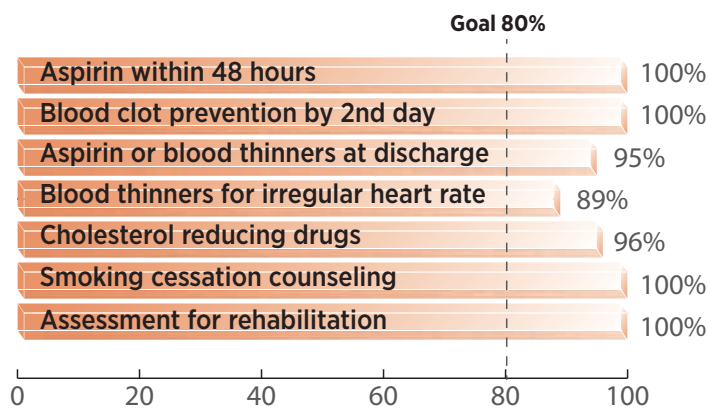
To recognize stroke and take action, remember the word **FAST**:

- **F**acial weakness, usually on one side
- **A**rm weakness
- **S**peech, meaning slurred speech or difficulty talking
- **T**ime matters, so call 911

Led by a multidisciplinary Stroke Team, our Primary Stroke Program excels in providing fast, effective treatment for stroke patients. Team members include Tashan Arrivas, RN, (left) and Christina Chuchel, RN.



### Washington Hospital Stroke Performance Fiscal Year 2013



# Surgical Suite Benefits Spine Surgery Patients

## Leading-Edge Imaging Equipment Aids Delicate Procedures

Washington Hospital's new, advanced surgical suite features leading-edge technology for minimally invasive spine surgery and other sensitive neurological procedures.

"Our state-of-the-art computer imaging guidance system provides a clear view of the anatomy, enabling us to place instrumentation more safely and accurately than ever before," says Eldan Eichbaum, MD, a neurosurgeon who specializes in spine surgery at Washington Hospital.

The scanner provides 3-D images of the body right in the operating room and works in tandem with the Brain Lab Neuro Navigation system. Similar to a car's GPS, these surgical instruments have a tracking device so surgeons can navigate through the brain and spine using 3-D imagery. This enables them to perform many



*Thanks to new surgery suite technology at Washington Hospital, neurosurgeon Dr. Eldan Eichbaum is performing advanced minimally invasive spine surgery that is helping patients recover faster and get back to their daily routines.*

procedures using a minimally invasive approach, which requires smaller incisions, minimizes blood loss and pain, shortens hospital stays, and contributes to a faster recovery for patients.

Many patients who have suffered with excruciating back and leg pain, to the point that they are unable to work or do many of the activities they love, have benefited from advanced, minimally invasive surgery performed by expert surgeons at Washington Hospital. Often, after a quicker, easier recovery, they are eager to get on with their lives.

"Washington Hospital is focused on building a world-class program in the neurosciences," Dr. Eichbaum adds. "This type of equipment is not commonly found in most hospitals, but we are committed to serving the local community with the most advanced technology available today."



*Under the direction of accomplished neurosurgeon, Desmond Erasmus, MD, our program offers world-class care in a highly accessible, local setting.*

To learn about other leading-edge programs and services available at Washington Hospital, visit [www.whhs.com/spine](http://www.whhs.com/spine).

# Heart Healthy Couple is Now Helping Others

## Mended Hearts Offers Caring Support to Cardiac Patients

When Randy Catalano watched his wife Diane go through triple bypass surgery in 2009, he had no idea that a year later — almost to the day — he would undergo the same surgical procedure. It was a difficult ordeal for the Catalanos, but they are grateful for the care they received at Washington Hospital. Now they want to give back.

“Neither one of us had any major precursors to heart disease before this,” Randy said. “But now Diane and I have both experienced being the cardiac patient and the caregiver, so we know how hard it can be. Having major heart surgery is a life-altering event.”

Randy is now president of the local chapter of Mended Hearts, a national nonprofit organization that provides support and education to heart disease patients and their loved ones. Diane is one of three certified Mended Hearts visitors at Washington Hospital.

“Washington Hospital saved my life,” Diane says. “So if I can help just one person, I’ve done what I was meant to do.”

Visitors like Diane are specially trained to talk with heart disease patients who are undergoing heart surgery or receiving angioplasty, as well as their families, friends and caregivers. She visits patients before and after their procedures.

“One thank you makes all the efforts worthwhile,” adds Randy. “Diane and I are committed to giving back to the community, especially the staff at Washington Hospital who were responsible for saving both our lives.”

To get involved with the local chapter of Mended Hearts, call (510) 494-7022. For information about the national Mended Hearts, visit [www.mendedhearts.org](http://www.mendedhearts.org).



*After undergoing the same heart procedure at Washington Hospital, Diane and Randy Catalano have dedicated themselves to helping other heart patients through the Mended Hearts program.*

A designated cardiac receiving center for Alameda County, Washington Hospital was an early adopter of the standard to get heart attack patients into the Cardiac Catheterization Lab for angioplasty to restore blood flow to the heart within 90 minutes or less. This means faster care and better outcomes for patients. Today, the recommended target is 60 minutes, and we are working hard to meet the goal consistently.

*To learn more about the Washington Hospital Heart program, visit [www.whhs.com/heart](http://www.whhs.com/heart).*

# Hip, Hip, Hooray!

## Brothers Share an Uncommon Life Experience with Hip Replacement

Living in Fremont nearly all their lives and following in their father's footsteps by each running their own delicatessen, brothers Glen and Mike Lenhart share many experiences.

Their mutual love of soccer and the physically demanding work at their delis may have contributed to their latest shared experience of painful, chronic hip arthritis. They even shared the same cure — minimally invasive hip replacement surgery at the Institute for Joint Restoration and Research (IJRR) at Washington Hospital. Their surgeries were performed on the same day by orthopedic surgeon, Alexander Sah, MD, co-medical director of the IJRR, along with John Dearborn, MD.

“Dr. Sah and Dr. Dearborn have well-known reputations in the Bay Area for being the best at what they do,” says Mike, who was the first to be diagnosed with arthritis, requiring a hip replacement.



*Brothers Glen (above) and Mike Lenhart both had hip replacement surgery at the Institute for Joint Restoration and Research at Washington Hospital. Both brothers own their own delis and are back at work and feeling great again.*

In the meantime, Glen was developing symptoms of hip problems, too.

“I had heard about Dr. Sah and Dr. Dearborn from Mike, as well as one of my deli customers,” explains Glen. “So I took my X-rays to Dr. Sah, and he said I was a candidate for hip replacement.”

The brothers both decided to have surgery in December 2012.

“I was back at work after three weeks of recovery and didn't have the pain I had been experiencing for five long years,” says Mike.

“People often take things for granted, like getting out of bed or bending over to tie a shoe,” Glenn adds. “Before my surgery, I couldn't do any of those things, let alone exercise. I am so much better.”



For more information about the Washington Institute for Joint Restoration and Research, visit [www.whhs.com/joint-restoration](http://www.whhs.com/joint-restoration) or call (888) 494-7003.

# Eating Healthy Made Easier



## Better Food Service for Patients on the Road to Recovery

“In the past, it would have been difficult to make last-minute menu changes to take advantage of available fresh produce,” says Kim Alviri, a registered dietitian and director of Food and Nutrition Services at Washington Hospital. “But with the new software program, we can easily make these changes and create recipes using the produce.”

“The Hospital is in the unique position to model what healthy eating looks like by focusing on fresh fruits and vegetables, whole grains and other high fiber foods that support prevention-based medicine,” adds Kim. “Nutrient-rich fruits and vegetables help to reduce the risk for cancer, heart disease, stroke, and diabetes.”

*Thanks to a new bedside menu selection system, Lorie Roffelsen, (below right) registered dietitian, and Elvis Lavarrenda (above), food service production manager, are working together to offer patients tastier and more nourishing meals.*

Washington Hospital’s Food and Nutrition Services has implemented an advanced new software program that offers real-time patient menus. This system provides the automation necessary for our Hospital to offer patients a restaurant-style menu at the bedside.

Now, meal orders are taken by food service representatives who visit patients or call them close to meal time, allowing patients to choose what they want to eat closer to serving time.

Our staff enters the patient’s selections into an iPad which offers real-time diet and room information at their fingertips. Enjoying tasty, nourishing meals is an important element for all patients on the road to recovery.

### FARM TO THE TABLE

Washington Hospital is in a much better position to take advantage of local, seasonal produce with this software tool that can make instantaneous changes to patient menus.



For more information about programs and services at Washington Hospital that can help you stay healthy, visit [www.whhs.com/nutrition](http://www.whhs.com/nutrition).



Washington Hospital Healthcare System's ongoing commitment to excellence in quality and safety is consistently guided by a set of goals and priorities. Each year, led by our Quality Steering Council, we review, update and revise these goals based on the challenges we face and the anticipated needs of our patients and the community.

## Our Quality Improvement Program is committed to:

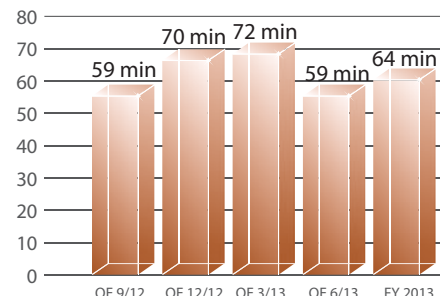
- being data driven
- promoting satisfaction
- employing best practices
- focusing on the continuum of care
- continuing value added services

## Our goals for the coming year:

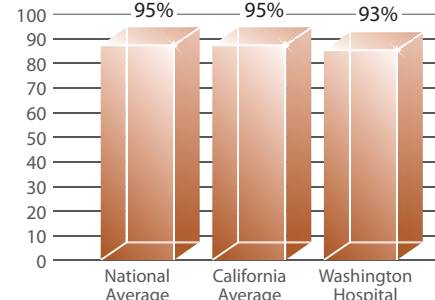
- Continue to improve medication safety
- Continue to enhance patient safety:
  - evaluate and improve patient safety in the operating room
  - reduce hospital-acquired infections
  - improve hand-off communication
  - ensure accurate patient identification
- Further strengthen our performance related to quality indicators set by The Joint Commission and the Centers for Medicare & Medicaid Services
- Further strengthen our re-admission reduction program for patients with heart failure, cardiac arrest and pneumonia
- Improve care for patients with decreased cognitive function, delirium and dementia
- Continue to employ process improvement teams for:
  - patient flow in the hospital
  - reducing the use of restraints
  - reducing patient falls
- Analyze and improve patient satisfaction
- Support clinical operation committees for joint replacement, dialysis, emergency services, heart surgery, diabetes, spine care, obstetrics, clinical laboratory services and critical care services

## Our response to severe heart attacks has become faster and more aggressive.

### Door to Balloon Time (DTBT) in STEMI Patients

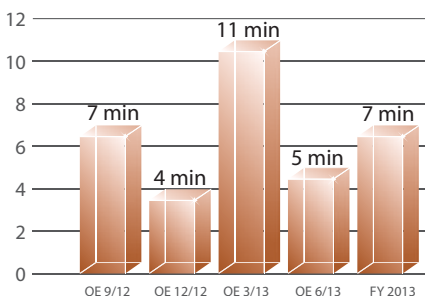


### % of Patients with DTBT in 90 Minutes of Arrival

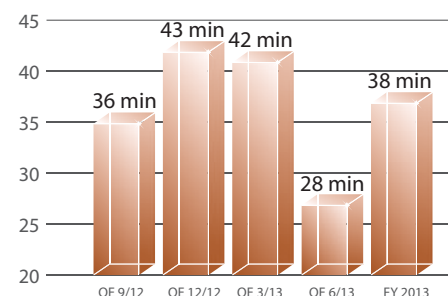


Last year we continued to be better than state and national benchmarks for the percentage of patients with serious heart attacks who received coronary angioplasty (balloon) within 90 minutes of arrival. The average "Door to Balloon Time" was 64 minutes.

### Door to EKG in STEMI Patients

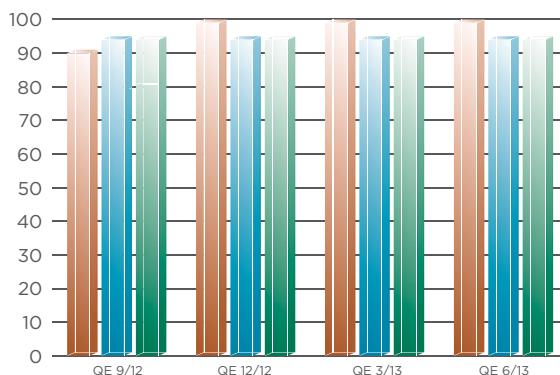


### Door to Cath Lab in STEMI Patients



In FY2013, it took an average of seven minutes for us to perform an electrocardiogram (EKG) on a patient with severe heart attack (STEMI), from the time they entered the Hospital. It took an average of 38 minutes to get the patient from the moment they enter the Emergency Department to the Cath Lab for treatment.

### Acute Myocardial Infarction, Percutaneous Coronary Intervention (PCI) within 90 minutes of arrival at the Hospital



We continued to be ahead of state and national benchmarks for the percentage of patients with serious heart attacks who received coronary angioplasty (PCI) within 90 minutes of arrival.



To learn more, visit [www.whhs.com/quality](http://www.whhs.com/quality).

## From the Chief Nursing Officer

Providing the highest quality of care for our patients is the primary goal of everyone at Washington Hospital, and the hospital's nursing staff is a critical partner in achieving that objective each day. Reflecting the Hospital's Patient First Ethic, our nursing staff continues to embrace innovative programs focused on improving quality of care.

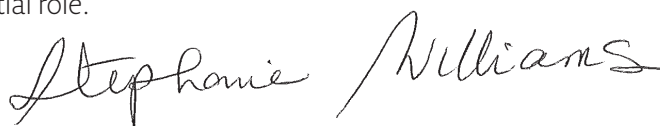
Nurses have participated in initiatives to improve patient bedside care and safety. They have developed a Professional Practice Model to enhance the nurse-patient relationship. Our nurses serve on committees that focus on best practices and creating the highest quality of care. They prioritize patients' needs, provide comfort and a listening ear, and they are always respectful of the diverse population we serve. Overall, they strive to create an excellent experience for each patient at Washington Hospital.

Our nurses see their responsibilities as extending beyond the patient's bedside. They provide critical support to the families of patients. They educate the broader community about medical needs and conditions. They seek additional educational opportunities so that they can be on the cutting edge of nursing, and they embrace a practice of lifelong learning. Many nurses have obtained specialty certifications in their areas of expertise, including Medical-Surgical, Oncology, Orthopedics, Emergency Nursing, Critical Care, Infusion, Obstetrics, Peri-Operative, Case Management and Cardiac Care.

Our nurses are committed to keeping up-to-date on the latest innovations and technology. The nursing staff has been a key player in the successful implementation of Epic, the hospital's new electronic medical record system known as WeCare, and eTime, our new electronic time and attendance system.

As a result of these efforts, Washington Hospital is recognized as a Magnet Hospital, an elite recognition granted to hospitals that satisfy specific criteria measuring the strength and quality of nursing, among other factors. Nursing has been involved in many Quality and Patient Safety initiatives which focus on improving the quality of care for our patients.

Washington Hospital has received numerous awards, recognitions and accreditations this past year, most of which have been listed elsewhere in this annual report. The awards range from being named the fourth best hospital in the Bay Area by *U.S. News and World Report* to receiving a five-star rating from Healthgrades for joint replacement for the seventh year in a row. In all of these achievements, our nursing staff has played an essential role.



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



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



*More and more Washington Hospital nurses are pursuing higher education and training to prepare themselves for today's challenging health care environment.*

*From left to right: Washington Hospital registered nurses: Katherine Robinson, RN, BSN, BA; Cheryl Bernal, MSN, MBA, RN, MSBC; Bernardita Roe, MSN, RN, ANP-BC; and Robin Tamas, MSN, MBA, RN, PHN.*

## Professional Growth: Lifelong Learning

An essential element of nursing excellence

Today, as the health care field experiences transformative change, it is more important than ever for nurses to continue growing their skills and expanding their knowledge base beyond the basic nursing license.

This emphasis on continuous growth is an important element of our status as a Magnet-designated hospital, as we constantly seek new and innovative ways to continue improving the quality and safety of the care our nurses provide.

There are many challenges facing nurses in today's hospital. For example, hospitalized patients tend to be sicker and frailer. They are often struggling with chronic diseases that are difficult to manage, such as diabetes or heart disease. At the same time, more sophisticated, life-saving technologies are available to treat patients. Nurses must take all of these

changes into account, as they may be called upon to make critical decisions that affect their patients.

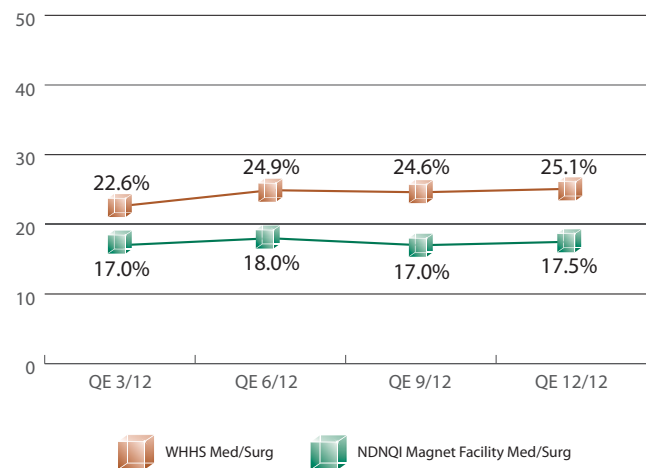
At Washington Hospital, the number of nurses who have earned a Bachelor of Science in Nursing (BSN) degree continues to grow and is now at 65 percent.

The demand for nurses to serve as members of inter-professional teams is growing. Likewise, there is greater emphasis on the attainment of higher education levels by nurses through hiring practices, diverse roles, and educational advancement opportunities. Nurses are pursuing advanced education and specialty certifications to become better prepared to care for patients in an increasingly complex health care delivery system.

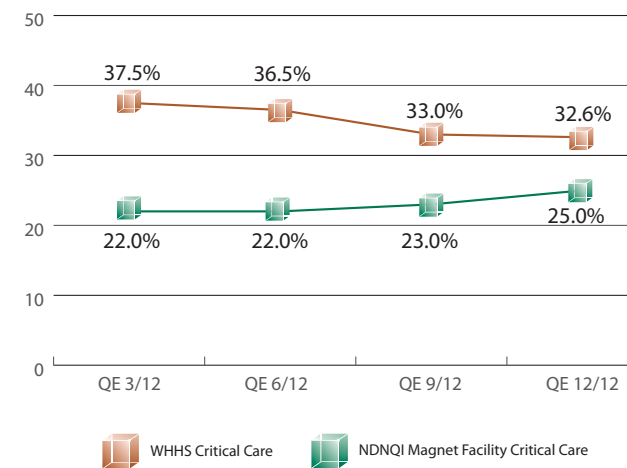


## Washington Hospital nurses are on a continuous journey of growth and learning.

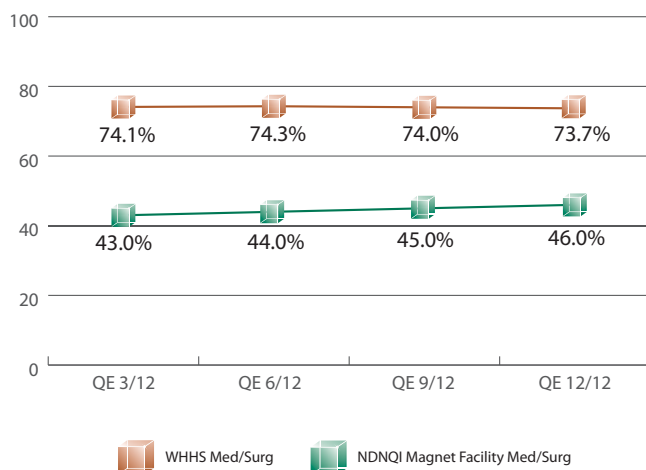
**RN Education at Washington Hospital Healthcare System Medical-Surgical Units Compared to All NDNQI Magnet Facilities: Specialty Certification**



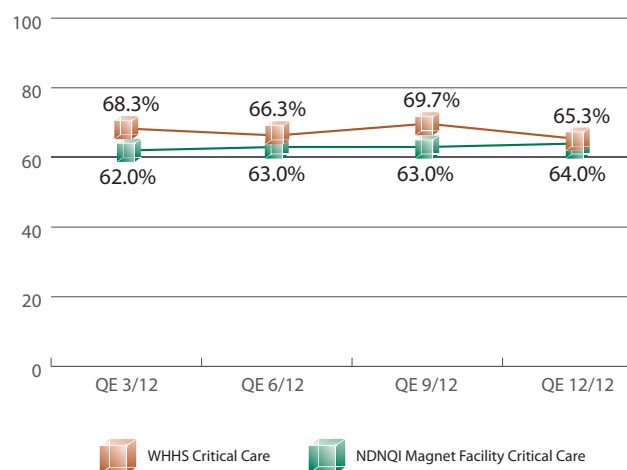
**RN Education at Washington Hospital Healthcare System Critical Care Units Compared to All NDNQI Magnet Facilities: Specialty Certification**



**RN Education at Washington Hospital Healthcare System Medical-Surgical Units Compared to All NDNQI Magnet Facilities: BSN or Higher**



**RN Education at Washington Hospital Healthcare System Critical Care Units Compared to All NDNQI Magnet Facilities: BSN or Higher**



As a Magnet-designated hospital, we encourage and support our nurses in experiencing a never-ending journey of growth and learning, and this contributes to higher quality care for our patients. Last year, more nurses in our medical-surgical and critical care units earned Bachelor of Science in Nursing (BSN) degrees or higher or specialty certifications than the average at all other Magnet facilities. This record is monitored by the National Database of Nursing Quality Indicators (NDNQI).

*Our nurses played a major role in planning and implementing the new WeCare electronic medical record and an automated barcoding system that supports even greater medication safety.*



*Members of the WeCare (Epic system) deployment team from left to right: Richie Patel, BSN, RN, Epic ASAP analyst; Donna Duran, BSN, RN, Epic instructional designer; Carl Dorsett, RN, CMSRN, Epic ASAP analyst; Edgar Ibay, BSN, RN, Epic orders analyst; Vicki Plummer, BS, RN, Epic procedures orders analyst.*



*Jan Henstorf, MD  
Chief Medical Information Officer*

## Innovation & Quality: Collaborating for Excellence

### New system helps nurses meet the medication safety challenge

In our Magnet-designated hospital, nurses are continuously working together with physicians and other members of the health care team to achieve greater excellence in meeting the needs of our patients. This includes using the latest technology to improve medication safety, which has long been a top priority at Washington Hospital.

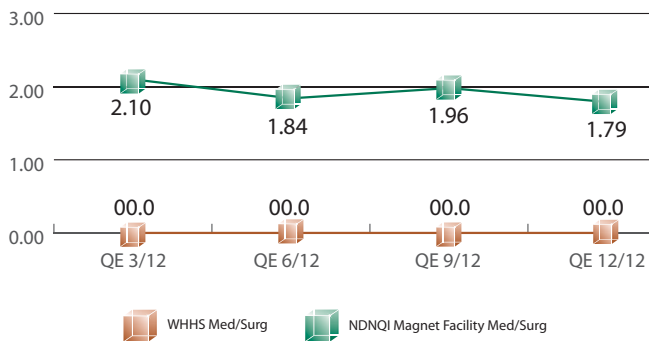
This year's implementation of the WeCare electronic medical record system also enabled us to establish a process called Bar Coding Medication Administration (BCMA). The computerized system makes the complex and challenging process of medication administration more accurate than ever.

The use of bar coding helps our nurses consistently achieve their goal of safe, accurate medication administration by issuing an alert if a potential error is detected in any part of the process. For example, the system warns the nurse beforehand if the medication being offered is not the one prescribed, is the wrong dosage, or is offered to the wrong patient.

The BCMA system was developed with strong participation by nurses and pharmacists from various patient care areas. Consistent with our culture of teamwork, they successfully trained other Washington Hospital nurses how to use this important patient safety tool.

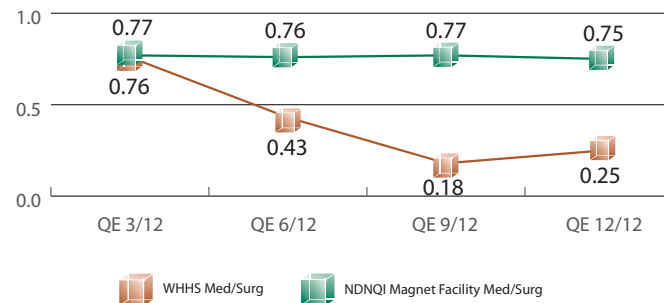
## Nursing Quality Initiatives: Reducing Falls and Pressure Ulcers

**Prevalence of Hospital Acquired Pressure Ulcers  
Compared to NDNQI Benchmark: Calendar Year 2012**



*No patient in our medical-surgical units experienced a hospital-acquired pressure ulcer during calendar year 2012. This is below the nationwide NDNQI benchmark.*

**Injury Fall Rate (per 1,000 Patient Days)  
Compared to NDNQI Benchmark: Calendar Year 2012**



*The rate of patient falls in our medical-surgical units was lower than the nationwide NDNQI benchmark.*

*NDNQI = National Database of Nursing Quality Indicators*

## Caring & Compassion: DAISY Award Honors Outstanding Nurses

The DAISY Award is a nationwide program that rewards and celebrates the extraordinary clinical skills and compassionate care given by nurses everyday.

The DAISY Foundation was established in 2000 by the family of J. Patrick Barnes who died of complications of the autoimmune disease Idiopathic Thrombocytopenia Purpura (ITP) at the age of 33. DAISY is an acronym for Diseases Attacking the Immune System. During Pat's eight-week hospitalization, his family was awestruck by the care and compassion his nurses provided both to Pat and to his family.

Washington Hospital has been a proud participant in the DAISY Foundation since January 2005.

Each quarter, one of our Magnet Nurses is selected and awarded for his or her exemplary care and compassion by nurse administrators, peers, physicians, and patients and their families. However, we consider all of our Magnet Nurses "unsung heroes" of patient care.



*Recent DAISY Award recipients from left to right: Charlene Masangkay-Samson, RN, Lalaine Memrido, RN, and Jessica Garcia, RN.*

*In our Hospital's ICU, critical care nurses have led the way in adopting a philosophy of Family Centered Care that dramatically improves the experience for patients and families.*



Cindy Wodjon, RN



**Critical Care team members from left to right:** Peter Liang, pharmacist; Pam Bills, RN; Carmen Agcaoili, MD, medical director of the Intensivist Program; Emmanuel Rivera, respiratory care practitioner; and Erna Edejer-Lacebal, RN.

## Collaboration: Patient & Family Centered Care

### Where families make a difference

At Washington Hospital, we believe no one knows a patient better than his or her own family. For this reason, we encourage families, as well as patients, to play an active role in planning their care. Patients and their families are important members of the health care team. This is especially true in our Hospital's Intensive Care Unit (ICU), where we care for patients with the most serious illnesses and injuries.

In the ICU, our critical care nurses play a key role in supporting and encouraging families to be actively involved in the care of their loved one. In some cases, when the patient cannot communicate their wishes, family members can act as their "voice."

Led by our critical care nurses, we have adopted a philosophy of Family Centered Care in the ICU. Our Family Centered Care committee identifies ways to dramatically

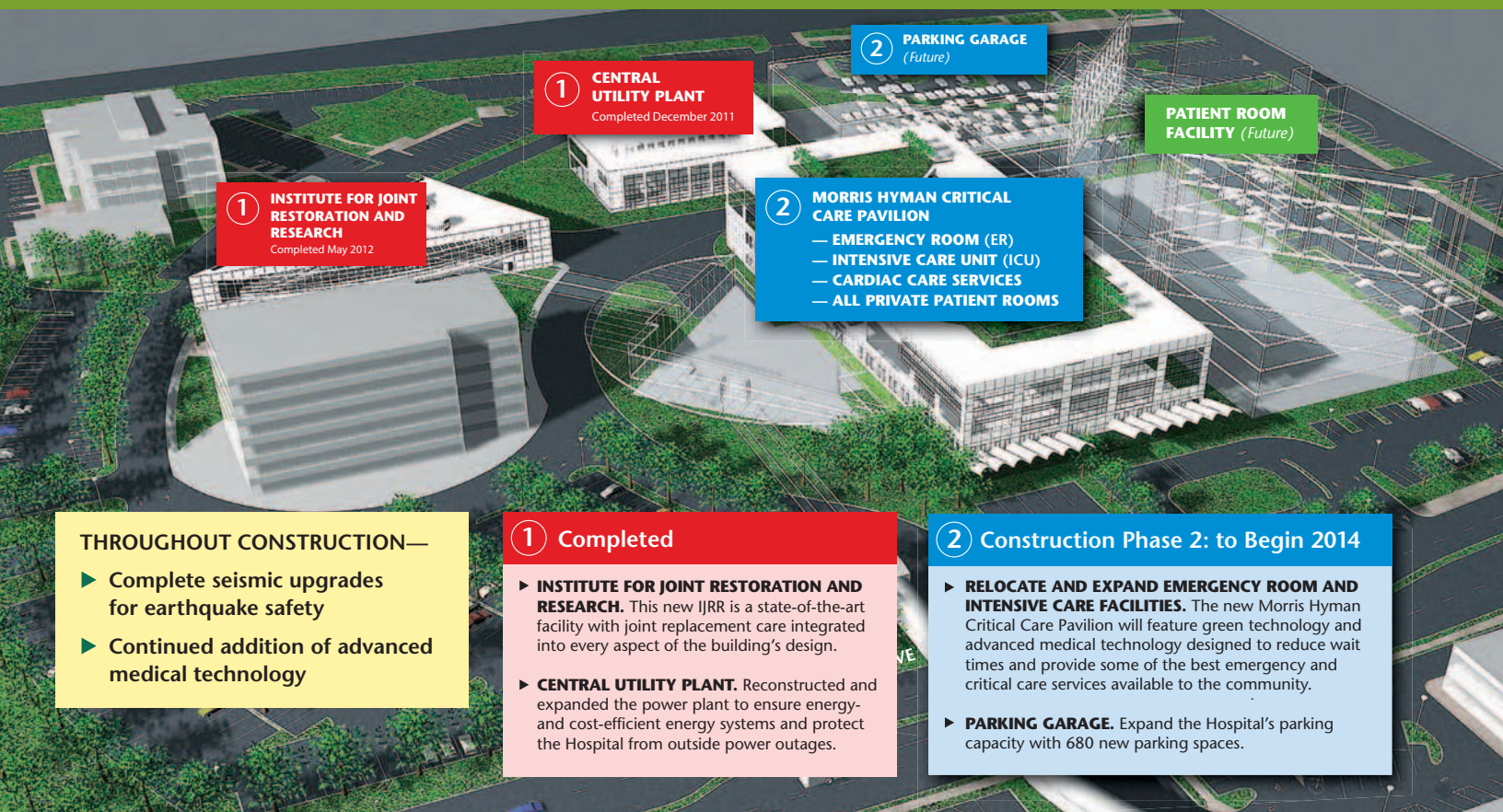
improve the critical care experience for patients and families, based on their needs. In the past year, projects have included:

- "Getting to Know Me" patient questionnaires in admission packets
- Brochures for patients and families explaining the critical care setting and what to expect
- Ongoing Family Centered Care trainings for nurses and other health care professionals
- Booklets with guidelines explaining the family's role in Family Centered Care

Family Centered Care at Washington Hospital takes our Patient First Ethic to the next level by making the involvement of family an important aspect of quality care. It is another example of how nurses at our Magnet-designated hospital continue leading the way to greater quality, safety and patient satisfaction.

# Washington Hospital

Today and the Future



**1** INSTITUTE FOR JOINT RESTORATION AND RESEARCH  
Completed May 2012

**1** CENTRAL UTILITY PLANT  
Completed December 2011

**2** PARKING GARAGE  
(Future)

**2** PATIENT ROOM FACILITY  
(Future)

**2** MORRIS HYMAN CRITICAL CARE PAVILION  
— EMERGENCY ROOM (ER)  
— INTENSIVE CARE UNIT (ICU)  
— CARDIAC CARE SERVICES  
— ALL PRIVATE PATIENT ROOMS

**THROUGHOUT CONSTRUCTION—**

- ▶ Complete seismic upgrades for earthquake safety
- ▶ Continued addition of advanced medical technology

**1** Completed

- ▶ **INSTITUTE FOR JOINT RESTORATION AND RESEARCH.** This new IJRR is a state-of-the-art facility with joint replacement care integrated into every aspect of the building's design.
- ▶ **CENTRAL UTILITY PLANT.** Reconstructed and expanded the power plant to ensure energy- and cost-efficient energy systems and protect the Hospital from outside power outages.

**2** Construction Phase 2: to Begin 2014

- ▶ **RELOCATE AND EXPAND EMERGENCY ROOM AND INTENSIVE CARE FACILITIES.** The new Morris Hyman Critical Care Pavilion will feature green technology and advanced medical technology designed to reduce wait times and provide some of the best emergency and critical care services available to the community.
- ▶ **PARKING GARAGE.** Expand the Hospital's parking capacity with 680 new parking spaces.

## BUILDING FOR THE FUTURE

With continuing support from the community, Phase 2 of our Facility Master Plan to rebuild and upgrade Washington Hospital's main medical campus is preparing to begin construction. The Morris Hyman Critical Care Pavilion will benefit local patients and families with a greatly expanded, state-of-the-art Emergency Department and Critical Care Unit serving some of our community's sickest patients. The leading-edge medical complex will also play a major role in strengthening Washington Hospital's application to be the designated Trauma Center in Southern Alameda County.

## CONNECTING TO BETTER QUALITY

The launch of the comprehensive WeCare electronic medical record was an exciting development for our Healthcare System and the community, but it is only the beginning. We are now working on ways to optimize the system to make it even better and more powerful for end users. Improvements will include greater user efficiencies

and optimization of workflows, all of which will improve quality of care. The Epic medical records system, the basis of WeCare, will be continuously enhanced through scheduled updates and upgrades.

The new MyChart offers patients personalized and secure on-line access to portions of their medical records. It enables you to use the Internet to help manage and receive information about your health. With MyChart, you can use the Internet to:

- Request medical appointments
- View your health summary from the MyChart electronic health record
- View test results
- Request prescription renewals
- Access trusted health information resources



# 2012-13 Financial Statement

## BALANCE SHEET

2013

Current Assets .....	\$ 117,956
Assets Limited As to Use .....	\$ 330,469
Property, Plant and Equipment .....	\$ 407,220
Other Assets .....	\$ 19,420
<b>Total Assets .....</b>	<b>\$875,065</b>
Current Liabilities .....	\$ 98,494
Long-Term Debt .....	\$ 273,101
Other Long-Term Liabilities .....	\$ 92,690
Net Position .....	\$ 410,780
<b>Total Liabilities and Net Position .....</b>	<b>\$875,065</b>

## Hospital Statistics

2013

Admissions .....	11,834
Days .....	60,405
Deliveries .....	1,942
Surgery Cases .....	4,497
ER Visits .....	52,696
Physicians on Staff .....	516

## Expenditures

2013

Salaries and Benefits .....	\$ 280,913
Property, Plant and Equipment .....	\$ 63,638
Supplies .....	\$ 58,664
Purchased Services .....	\$ 93,667
Other .....	\$ 14,332

## INCOME STATEMENT

2013

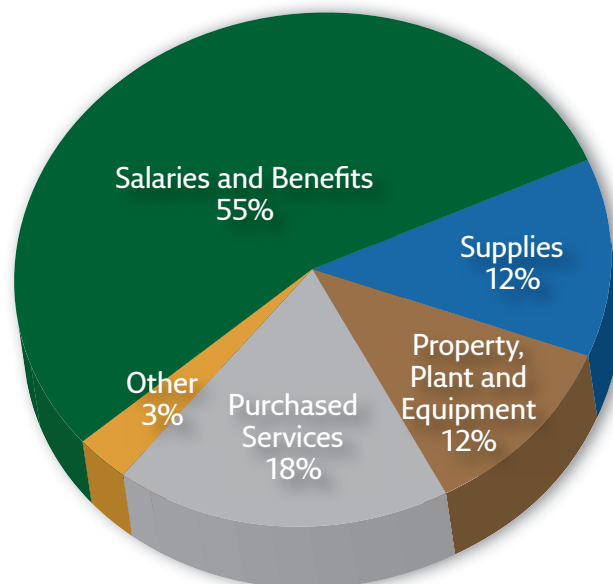
Net Patient Service Revenue .....	\$ 467,029
Other Revenue .....	\$ 9,459
<b>Total Operating Revenue .....</b>	<b>\$476,488</b>
Salaries and Benefits .....	\$ 280,913
Other Expenses .....	\$ 194,805
<b>Total Operating Expenses .....</b>	<b>\$475,718</b>
Operating Income .....	\$ 770

## Non-Operating Revenue and Expenses

Investment Income and Realized Gain/(Loss) .....	\$ 6,853
Interest Expense .....	\$ (8,795)
Other .....	\$ (614)
Unrealized Gain/(Loss) on Investments .....	\$ (6,741)
Property Tax Revenue .....	\$ 8,514
<b>Net Income (Loss) .....</b>	<b>\$ (13)</b>

## CARING FOR THE COMMUNITY

Washington Township Health Care District provides many benefits to the community. One direct benefit that receives little notice is the health care that is provided for free or for which the District is not fully compensated. In the past year alone, Washington Hospital provided more than \$48 million in health care to the community's medically indigent population, \$3 million for community education and other expenses, and an additional \$125 million for the uncompensated cost of care for Medicare patients and bad debt.



*Fiscal year ending June 30, 2013  
Dollar amounts represent thousands*

# Hospital and Community Share Common Goals

Washington Hospital Healthcare Foundation is the catalyst that brings Washington Hospital and the community together. This collaboration has helped make it possible for us to pursue our goal of high quality, comprehensive health care services that are locally available to meet the needs of area residents.

In the spring, golfers gathered for the Annual Golf Tournament held at Blackhawk Country Club in Danville. The tournament raised more than \$75,000 in support of end-of-life care in the community and surgical innovation at Washington Hospital. The Top Hat ball, held in the Grand Tent at Washington West, provides a fabulous experience for participants, while raising significant funds to benefit local health care. Over the years, the dinner-dance has raised more than \$1.8 million to support programs and services at Washington Hospital.

“Each year, more and more people come together to enjoy these community traditions,” says Carol Dutra-Vernaci, Foundation president and Mayor of Union City. “At the same time, they are supporting causes that have an important impact on the quality of health care available in our community.”

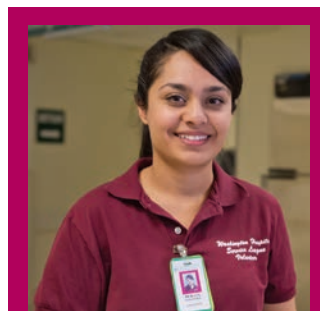


*Pat Danielson, RHIT, secretary of the Washington Township Health Care District Board and Kent Joraanstad, Chief of Rehab and Education Services at Washington Hospital.*



## Volunteers Play a Key Role at Washington Hospital

At Washington Hospital, volunteers play a tremendous role in supporting our staff. This, in turn, makes an important difference to the quality of patient care and service we provide. Our volunteers can be found in nearly every corner of the Hospital.



*Durany Mohammed is just one of the many generous people in our community who give their time, energy and talent to help make Washington Hospital what it is today.*

Washington Hospital has more than 600 volunteers, including adults and high school and college students. Washington Hospital Service League members alone donated more than 45,000 hours of service last year.

“It’s really a privilege to be a volunteer,” says Jeannie Yee, president of the Service League. “We share moments with the patients and their loved ones and our goal is to make them good moments. We try to improve the overall experience for everyone.”

POSTAL CUSTOMER

# Washington Hospital in Our Community

Washington Hospital is your community hospital. As a district hospital, our goal is to provide accessible health care to all community members. Through our free screenings and outreach events we are able to educate the community and focus on prevention and wellness for healthier living. During the last year, we offered 116 health related seminars, sponsored or participated in 24 health fairs and sponsored 11 screening events. More than 2300 people attended the seminars, and over 600 people participated in our free screening events.

## Saving Lives with Free Screenings

Every year, Washington Hospital teams up with local sponsors like Fremont Bank to offer free screenings to community members who may be at risk for an abdominal aortic aneurysm (AAA), a silent killer that affects the largest and most important artery in the body. The Hospital also stages a popular Stroke Awareness Day screening, offering tests for stroke risk and a chance to discuss the results with a Washington Hospital physician.

“The most common comment we receive at the screening is that people don’t realize stroke is preventable,” says Doug Van Houten, RN, assistant chief nursing officer and clinical coordinator of the Stroke Program. “They assume it is just something that may happen as you age. They are not aware that stroke can strike at any age and many times there are no warning signs.”



Washington Hospital employees and physicians at the Think Pink event (above left), Let's Go Green Together Event (above right), and Central Park Summer Concert Series (bottom).

