



Washington Hospital Healthcare System 2004 Annual Report



Our mission is to meet the health care needs of the District residents through medical services, education and research.

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

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

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

# The Board of Directors



**Michael J. Wallace,** President, Washington Township Health Care District

Our board members are residents of this community. We come from varied backgrounds, and we bring our diversity of expertise, knowledge and information to the table on the community's behalf. As publicly elected board members, we help guide the direction of this wonderful asset called Washington Hospital, and all its associated programs and services. At the same time, we act as an interface between the Healthcare System and the community. Our board values the opportunity to work in partnership with the skilled and caring people of the Washington Hospital Medical Staff, Washington Hospital Healthcare Foundation, and Washington Hospital Service League. We are especially proud of and grateful to our Healthcare System's employees, who treat every patient, family member and visitor with dignity and respect. Their energy, talent and commitment make this a fulfilling place to work and an exceptional place to come for health care. The Board of Directors of Washington Township Health Care District understands that financial responsibility is key to sustaining growth and providing new programs, services, and facilities to the Township. I am pleased to report that our financial position is strong, and that we are prepared to continue to expand and improve facilities and technology as we move forward. As an independent entity, we have been able to re-invest our profits into the Hospital itself, and our community. Over the decades, the Hospital has done so strategically and judiciously. In an age where we are seeing more and more communities lose their hospitals after being bought and abandoned by corporations, we feel extremely fortunate that the community retains control over Washington Hospital's destiny. With the continued help and support of the community, together we'll reach these goals.

A handwritten signature in black ink that reads "Michael J. Wallace".



## Michael J. Wallace

President

Elected: November 2002

Occupation: President and CEO, Fremont Bank

Address: 39150 Fremont Blvd, Fremont, CA 94538



## Bernard Stewart, DDS

Vice President

Elected: November 2002

Occupation: Dentist

Address: 2234 Mowry Ave., Ste. B, Fremont, CA 94538



## Susanna Wong

Second Vice President

Appointed: March 2003

Occupation: Restaurateur, Roses Restaurant

Address: 32208 Dyer Street, Union City, CA 94587



## William F. Nicholson, MD

Treasurer

Elected: November 2000

Occupation: Physician, Cardiologist

Address: 2557 Mowry Ave., #33, Fremont, CA 94538



## Patricia Danielson, RHIT

Secretary

Elected: November 2002

Occupation: Consultant, Health Information Management

Address: 7189 Arbeau Drive, Newark, CA 94560

## Nancy Farber, Chief Executive Officer, Washington Hospital Healthcare System



From its inception, Washington Hospital has sought to answer—and anticipate—the needs of the communities that created it. More than 50 years have passed since then, and the challenges and changes that have affected Washington Township have shaped our growth every step of the way. We see this growth not just in terms of bricks and mortar, but in a growth of mission and purpose, and of ever-expanding community involvement.

What began as a simple, 150-bed facility, is now a 337-bed acute-care hospital, occupying a twenty-five-acre campus in the heart of the Tri-City area. The Hospital is proud to possess such state-of-the-art medical technology as a digital mammography center, the Washington-Stanford Radiation Oncology Center, the Institute for Minimally Invasive and Robotic Surgery, and the internationally known Center for Joint Replacement. We also have one of the most sophisticated cardiac diagnostic facilities available anywhere. We are proud of our accomplishments, and grateful for continuing community involvement and support. Yet, because we live in a rapidly growing community, and in a world of changing health care realities, we cannot rest on our laurels. Today, we serve a community of more than 300,000 people, and we face three critical challenges. Our first challenge is to ensure that Washington Hospital will be safe in case of a major earthquake; our second challenge concerns aging hospital facilities, and the third challenge is the growth of the community we serve. For example, our emergency room is the second busiest in the County, but the facility is among the County's oldest. We are confident that, by meeting these challenges, focusing on the fulfillment of our mission, and with continued community support, Washington Hospital Healthcare System will continue to provide the residents of our District with the quality health care services they need and deserve.

A handwritten signature in black ink that reads "Nancy Farber".

## Ahmed Sadiq, MD, Chief of Staff, Washington Hospital Medical Staff



At Washington Hospital, we have always put the health and safety of our patients first. In the past year, we have continued to make strides in developing new programs and procedures to assure quality, cutting edge services with the absolute highest degree of patient safety. Together with the hospital's administration and staff, our family of 410 physicians are always working to improve the quality, efficiency and safety of care while exploring opportunities to add more leading-edge programs to the range of services offered. By growing and diversifying our range of skills, experience and backgrounds, we have continued to meet the evolving needs of our patients, their families and the community. We have implemented a program for sentinel node biopsy to help determine the extent of a patient's cancer diagnosis. We have furthered the fight against breast cancer with access to a mobile unit that makes monthly visits to the Hospital to assist in screening patients for breast cancer. We've also created hospitalist programs in Pediatrics, Ob/Gyn, and Internal Medicine. The Hospital has continued to reach out to and strengthen our relationships with the community. The Washington on Wheels Mobile Health Clinic provides physical exams, blood pressure screenings, immunizations, flu shots and nutritional counseling to many uninsured and underserved District residents. In 2005, we plan to add to our Community Clinics with the opening of the new Nakamura Clinic, Union City. Like our other Clinics, it will provide a full range of primary-care services for both adults and children in a local, easily accessible facility. Quality care has been our philosophy since the Hospital opened in 1958. To this day, it remains a guiding principle for me and my colleagues on the Medical Staff.

A handwritten signature in black ink that reads "Sadiq". The signature is written in a cursive style and is underlined with a single horizontal stroke.



Lester Whitaker  
founding president  
of the Washington  
Township Hospital  
District in 1948

**In 1948** the area encompassing Fremont, Union City, Newark, South Hayward and Sunol was primarily agricultural—a rolling expanse of cow pastures and vegetable farms. The closest medical facility was in Oakland, a good 20 miles away. Even then, it was clear that the community was growing rapidly. Residents saw the need for a hospital based in the community. An effort spearheaded by the Washington Township Country Club, a pioneering women's organization, ultimately led to the formation of the Washington Township Hospital District. Funding to build the Hospital was procured through bond measures, eagerly passed by voters. Then in 1955, Lester Whitaker, founding president of the Washington Township Hospital District, plunged a shovel into the soil of an old cauliflower field, and construction of the new 50-bed Hospital was underway. Even before



construction was completed, the needs of the community had grown to the point that an additional 100 beds were deemed necessary. To the cheers of the community, the 150-bed Hospital opened its doors on November 24, 1958. The first baby to be born in the Hospital arrived just three hours later. From that first moment on, the Hospital's mission has been to provide the highest quality medical care to the community. This has meant, of course, finding exceptional nurses, doctors and volunteers alike. But it has also meant expanding the facilities to keep pace with the rapid growth of the community, and developing an infrastructure that will support the latest state-of-the-art technologies. The community that we serve continues to get ever larger and more diverse. Likewise, the size and reach of our Hospital never stops growing—with new facilities, new clinics throughout the community, and even our Washington on Wheels Mobile Health Clinic. It all started in 1948. But we're already looking ahead to 2030.

Population 25,000



# 1950

## A Hospital takes its first breath.

From the day the original 150-bed facility opened its doors in 1958, Washington Hospital has been a hospital of and for the community. A group of nine community-based physicians formed the backbone of what was to become Washington's Medical Staff. And even before a single patient had been treated, an all-volunteer group of 100 area citizens formed the Washington Hospital Service League.



First employee hired – Washington Hospital hired its first employee, Chief Engineer Bob Solon, and the first Washington Hospital Medical Staff was organized, headed by Merle Buehler, M.D., the first Chief of Staff.

The beginning – In March of 1955, the ground was broken and construction on the long-awaited facility was begun. The original plans called for a 50-bed facility, including an Emergency Room.



But with the community growing rapidly, it soon became clear that 150 beds would be needed. Additional funding was passed in the form of a General Obligation Bond, and the now larger Hospital opened in 1958.

1955

1958

Intensive Care – With the nearest major hospital more than 20 miles away, building an Intensive Care Unit right here in the community was of great importance. The opening of ours was not simply a matter of convenience, but an important safety measure in the event of an emergency requiring a higher level of care. It was the first unit west of the Mississippi not associated with a teaching facility.



1963

1969

District approves expansion – The Tri-City Area was growing, and the Hospital was doing its best to keep pace. With the approval of the citizens, Washington Hospital made plans to add a much-needed, six-story hospital addition.



## The young Hospital starts to grow.

The Hospital struggled with its budgets in the early years, but eventually found a solid financial footing. Additional funding was approved to help the hospital almost double its patient capacity, and new facilities included a highly-regarded new Intensive Care Unit. During these "baby boom" years, the District population took off, and the Hospital staff and Board demonstrated a strong commitment to continue serving the District's growing needs.

# 1960

Population 60,292





Population 142,746



# 1970

## Getting bigger and stronger year after year.

The 70's were a time of great change both in our community and throughout the nation. The same was true at Washington Hospital. The number of hospital beds nearly doubled, our cardiac care unit was expanded, a renal dialysis unit was added, our emergency room was renovated and expanded, and a physical therapy department was put in place. Washington Hospital stood as a shining example of embracing change for the better.

Expanded Cardiac Care – By the 1970's, heart disease had become the leading cause of death in the United States. The same was true for Alameda County. By expanding our Intensive Care Unit to include a new Critical Care Unit, Washington laid the ground-work for what was to become a nationally renowned heart care program.



1972

Emergency Room renovated and expanded – By the mid-70's, our emergency room was feeling the strain of a rapidly growing community. Orchards were making way for housing tracts, and in 1976, Washington's overburdened Emergency Room was renovated and expanded to accommodate the emergency needs of more than 100,000 District residents.

1974

1976



A new Physical Therapy Department – As the decade progressed, the relatively young science of physical therapy was proving to be an effective tool in both rehabilitation and health maintenance. By increasing the size and scope of our Physical Therapy Department, Washington Hospital was able to remain on the cutting edge of advances in the field and meet the needs of the community.

1977

1977



Six Story Expansion – Due to the foresight of the Board of Directors, Washington's six-story expansion project was completed. It increased the number of hospital beds from 150 to 265, making it the largest facility in southern Alameda County. Residents today know this structure as part of the main hospital building on Mowry Avenue in Fremont.

CT Scanner Suite opened – Washington Hospital was making great strides in promoting cancer awareness for the community. Prevention and early detection are two of the most important and effective strategies for saving lives from cancer, reducing suffering due to cancer, and eliminating cancer as a major health problem. Our CT (Computed Tomography) Scanner Suite was an important addition to Washington's diagnostic capabilities.

Washington Clinic/Fremont opened – Washington Hospital opened its first community-based clinic in Fremont (now located in Washington West). It was geared toward providing “urgent care” services—for those occasions when waiting for a doctor’s appointment isn’t practical, but the situation wouldn’t require a visit to the Emergency Room. It was such a successful idea, that three more clinics were opened in neighboring communities.

Population 203,477



# 1980

## Growing beyond its walls.

In the 1980’s, we took our mission to serve the community a step further, and really began to reach out beyond the Hospital walls to make our services more available to those who needed them. Several new Hospital programs were founded to help educate the community. New clinics were opened in Fremont, Newark, Union City and Warm Springs. An outpatient surgery center was opened. A cardiac ICU and the Washington-Stanford Radiation Oncology Center were opened as well.

Washington - Stanford Radiation Oncology Center opened – A unique collaborative venture between Washington Hospital and Stanford University’s School of Medicine—the Washington -Stanford Radiation Oncology Center opened to provide high-quality, cost-effective cancer treatment services to Tri-City patients. This new, local outpatient center was important to patients undergoing radiation therapy, because they no longer had to travel long distances for care.



Washington Outpatient Surgery Center opened – In April of 1986, Washington Outpatient Surgery Center opened its doors. Advances in surgical techniques had made it possible for patients to have a variety of surgical procedures performed in an operating room setting, and still return to the comfort of their own homes on the same day.

1983



1984



Washington Clinic/Newark opened – When Washington Clinic/Newark opened in Newpark Mall (it is now located at Dumbarton Court), the local community had a new place to come for a full range of primary-care services for both adults and children. From routine exams to urgent care and occupational medicine, the new clinic brought Newark area residents the convenience of a family-friendly facility right in their neighborhood.

1984

Washington Clinic/Union City opened — With a full range of primary care services for both adults and children, Washington Clinic/Union City brought the community a valuable resource. After three years, it was determined that the location was inappropriate, and the clinic was closed. Since then, however, ground has been broken for the new Nakamura Clinic, Union City, which is slated to open in the Spring of 2005.

1984

1985

Washington Clinic/Warm Springs opened – Immunizations, preventive care, treatment of minor cuts and bruises, on-site laboratory and x-ray services, minor orthopedic care—these were just some of the services provided by the Washington Clinic/Warm Springs (now at a new location on Mohave Drive). As in all of Washington’s community clinics, walk-in visits were welcomed for urgent care, and the 24-hour “open door” policy gave residents a sense of security.

1986

Population 264,962



# 1990

**Washington Outpatient Rehabilitation Center** – The Center opened with the latest in physical and occupational therapy equipment; including a 30'x 60' indoor lap pool, a large whirlpool and five private treatment rooms. The dedicated staff included registered physical and occupational therapists, exercise physiologists, hand therapists, aquatic coordinators and sports medicine specialists—all committed to the center's goal of restoring patients to a full, productive life as soon as possible.

**Birthing Center** – We took some of the best features of our freestanding birthing center and incorporated them into a new center on the Hospital's second floor. With 18 labor/delivery/recovery rooms, and 13 mother/baby suites, we were able to encourage a family-centered approach to the entire birth process, making it possible for both parents to participate in birthing, stay with their baby and learn to care for their newborn.



**C-Section and Recovery Room** – Cesarean deliveries are necessary in some pregnancies, and because the procedure is major surgery, specialized facilities are required. When the new C-section and Recovery Room opened adjacent to the Birthing Center, mothers were able to deliver their babies without a trip to the O.R., and to receive the particular treatment necessary for their recovery.

**The new Center for Joint Replacement** – The Center was developed by a team of joint care specialists. It provides comprehensive care for joint replacement patients, including total hip and knee replacements, joint replacement revisions, bilateral knee replacements and unicompartmental knee replacement. As a separate unit of the Hospital, it is ideally suited to the needs of its patients.

1992

1993

1993

1995

1997

1998

1999

## With maturity comes greater responsibility.

By the 1990's, Washington Hospital had firmly established itself as a community institution. Years of responsible fiscal oversight paid off and we were able to retire the last of our bond related debt and focus exclusively on developing facilities to offer more comprehensive care. A new Outpatient Rehabilitation Center opened with a lap pool and whirlpool. The new Integrated Birthing Center opened, as did the specialized C-section and Recovery Room.



**The Beginning of Washington West** – Soon after the Health Care District Board of Directors approved a six-year expansion project, remodeling was started to create Washington West. The building would house several outpatient services, including Cardiac Rehab, Washington Clinic/Fremont and a Mammography Center; auditoriums where free health education classes and screenings would be held; as well as administrative offices.

**Debt retired five years early** – It was a red-letter day when the Washington Township Health Care District paid off its debt for the expansion approved in 1969 by local citizens. It showed that the Hospital could continue to expand and meet all its financial obligations through informed planning and sound management.

**Community Health Resource Library** – Responding to the community's needs, the Hospital added its new Resource Library. It offered free access to consumer-friendly, health-oriented books, videos, audio tapes, magazines, Internet access and free osteoporosis screenings.



Infant Development Clinic — The Clinic is a collaborative effort between Lucile Salter Packard Children's Hospital and Washington Clinic/Newark. A multidisciplinary group of experts works with community pediatricians to offer evaluations and resource referrals for any child under the age of three with developmental concerns.

Population 314,085



# 2000

2000

2001

2001

2002

2003

2003

2003

Washington-Stanford Radiation Oncology Center's new building — In August of 2001, the Washington-Stanford Radiation Oncology Center moved to a new, state-of-the-art facility. In addition to the new facility, the center began offering intensity-modulated radiation therapy (IMRT). IMRT is the most advanced form of conformal three-dimensional therapy available for radiotherapy treatment.



## Building a legacy for future generations.

We look at every new program and facility expansion with an eye to how it will serve the community in the future. Sound infrastructure, solid financial stability, and a commitment to state-of-the-art medical facilities and top-notch staff will assure that Washington Hospital can continue to provide exceptional service to the community for decades to come. A new mammography center opened with digital capabilities. A new Washington-Stanford Radiation Oncology Center opened. And our Washington on Wheels Mobile Health Clinic began bringing health care to some of the neediest residents of our community.

Digital Mammography offered — The Washington West Mammography Center is a full-service program staffed by women and dedicated to women's health issues. In October of 2001, we began to offer digital mammography—a technique that improves upon the standard mammogram. With digital technology, pictures are generated immediately, and physicians can magnify and optimize the results.

The Institute for Minimally Invasive and Robotic Surgery — The Institute was created to provide patients with the surgery they need in a less invasive approach. Many surgeries that were once done as open procedures with large incisions—such as surgeries of the appendix, gallbladder, hernias and kidneys—can now be performed by laparoscopic robotics in the operating room.



Emergency Room Expansion 8-New Bays opened — When Washington Hospital's Emergency Room was first built in 1958, no one could have predicted it would become the second busiest in Alameda County. By adding eight new treatment bays and many more high-tech monitoring systems, the ER's capacity was pushed to its limit.



Washington on Wheels — The Washington on Wheels Mobile Health Clinic (WOW) provides physical exams, blood pressure screenings, immunizations, flu shots, nutritional counseling and more to many uninsured and underserved District residents. WOW also provides services to employees in our community.

Ohlone College grant — Washington Hospital provided a \$1.5 million grant to Ohlone College that enabled them to accommodate more nursing students. The Richard M. Warren Nursing Skills Lab, named for the former CEO, was created by the hospital to provide access to a state-of-the-art facility for hands-on training for the Ohlone College students.

# Future

Population 350,000



Our vision for the Washington Hospital of the future, is already taking shape in plans and blueprints. Some of these future changes will include: state-required upgrades for earthquake safety; expansion of the Emergency Room; upgrade and expansion of the Intensive Care Unit which provides life-saving medical services to the most critically ill patients; expansion of our rapid, state-of-the-art Cardiac Care facilities; additional patient beds and Operating Rooms; expanded laboratory and x-ray facilities; improving the building's electrical, technological and energy efficiency systems and capacities; and improvement of our walkways, parking lots, pick-up and drop-off zones. Every one of these upgrades is geared to better serving the changing needs of our vibrant community.



2005

2015

We are not slowing down any time soon.

As we've seen from our history, the Washington Township Health Care District population is destined to continue growing ever larger and more diverse, and its Hospital is well positioned to grow right along with it. We will always remain as committed to serving the District's needs as we have since Washington Hospital's founding almost half a century ago. The next fifty years are sure to bring new advances in every aspect of health science, and we intend to stay at the forefront of these advances in order to ensure our communities' future generations the highest possible level of care.

Nakamura Clinic, Union City – Washington Hospital's newest community clinic is already in the works. The Nakamura Clinic in Union City is named in honor of Shigeharu Nakamura and his family, who have been active members of the community since the 1960s. Services at the new clinic will include primary care for children and adults, as well as occupational medicine services, x-ray and lab services. The clinic will also have space for health-related community classes, and will serve as the training site for Union City's Community Emergency Response Team program (CERT) for disaster preparedness.



In July of 2003, Little Washington Township Childcare Center opened in partnership with "Kidango," providing care for up to 70 infants and children, from birth to age six years old. It is available to Washington Hospital employees, volunteers, medical staff, medical staff office employees and members of the public depending upon space availability.

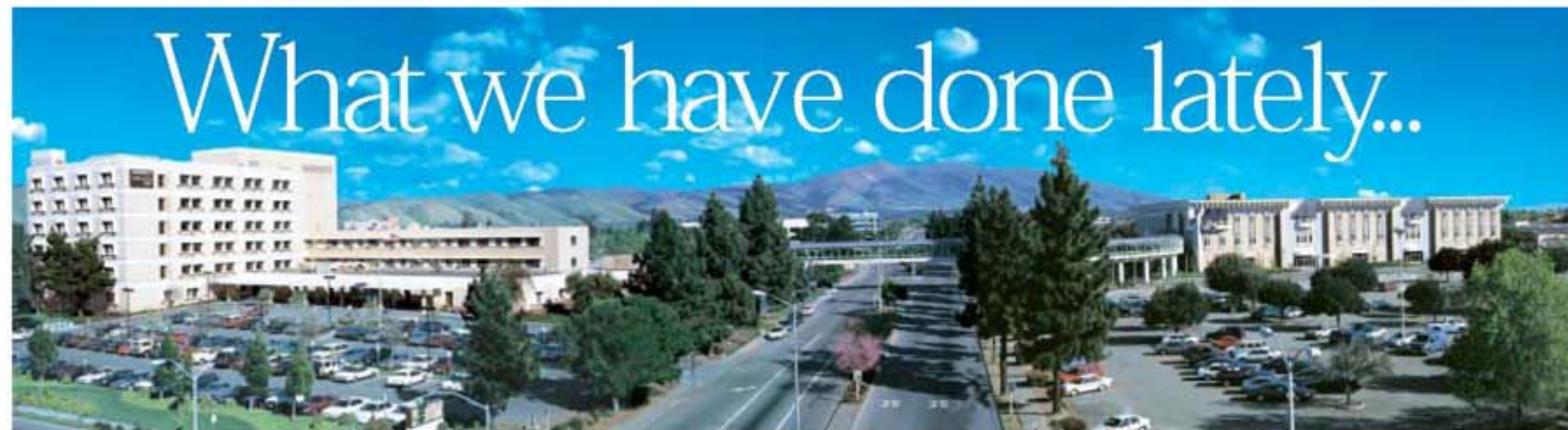
Bras for Body & Soul - This specialty bra shop provides personal fittings for the well-being of all women. It carries bras, prostheses, swimsuits, wigs, hats, and scarves for breast cancer survivors who have had a mastectomy or lumpectomy, as well as for nursing mothers and active women. Its new location on Washington Hospital's campus opened in 2004.

Website - We unveiled our new website - at [www.whhs.com](http://www.whhs.com) - in 2003. Since then, we've had 198,588 hits. The site features information about the Hospital's many free services to the community, including health screenings and classes, as well as links to medical and charitable programs. There's also information about the Washington Township Health Care District board meetings and health education classes.

Breast Health Program - In 2003, Washington Hospital extended its women's health program. We partnered with MoBx, a mobile clinic offering stereotactic breast biopsy, the latest procedure for diagnosing breast cancer. And we've added sentinel lymph node biopsy—a minimally invasive procedure that aids in the early detection of cancer.

PET/CT Imaging Services - Positron Emission Tomography (PET) used with Computed Tomography (CT) is a nuclear medicine procedure that produces pictures of the body's biological functions. Physicians use PET/CT images to diagnose and manage patient treatment plans for many diseases in the fields of oncology, cardiology and neurology. Washington Hospital began offering PET/CT imaging services in 2004.

Children's Health and Safety Fair - More than 750 people attended Washington Hospital Healthcare System's Children's Health and Safety Fair in September 2003. Several hospital departments participated, along with a dozen local community agencies, including the Fremont Fire Department Smoke Detector Program and the Union City Police Department, which provided fingerprinting and child identification kits.



Minimally Invasive Total Knee Replacement Surgery - We began offering minimally invasive total knee replacement surgery at the Center for Joint Replacement in 2004. Advantages to the new approach include reduced pain, quicker return of knee motion and a faster recovery time for most patients. The new procedure reduces hospital stays to about two days when one knee is operated on and three days for both knees.

Union City Health Care Clinic Land Purchase - Nearly 35 percent of all Union City residents needing inpatient care are seen at Washington Hospital. The new Nakamura Clinic, Union City, scheduled to open in 2005, will augment this care by providing primary preventive and urgent care services to Union City residents. The clinic has been named in honor of the Nakamura family, who have been active in the Tri-City area for several decades.

2003 Community Forum - Washington Hospital brought one of the leading voices in health care reform, former Governor of Oregon, Dr. John Kitzhaber, to deliver a presentation to more than 200 residents about the future of health care and how community members can work to improve access to health care at the local level.

Washington Hospital Lymphedema Services - In 2004, Washington Hospital implemented a program offering patients who suffer from lymphedema the ability to receive treatment close to home. Washington Hospital staffs a lymphedema specialist—one of less than 50 practitioners in California certified to treat this condition.

Washington Hospital's Laboratory Accreditation - Our Laboratory Services Department received an outstanding score of 96 out of 100 during its accreditation by the Joint Commission in December of 2003. This is just another example of bringing the highest level of care to patients within every department in the Hospital.

Ohlone College Grant - Washington Hospital provided a \$1.5 million grant to Ohlone College that enabled them to accommodate more nursing students. The Richard M. Warren Nursing Skills Lab, was created by the hospital to provide access to a state-of-the-art facility for hands-on training for the Ohlone College students.

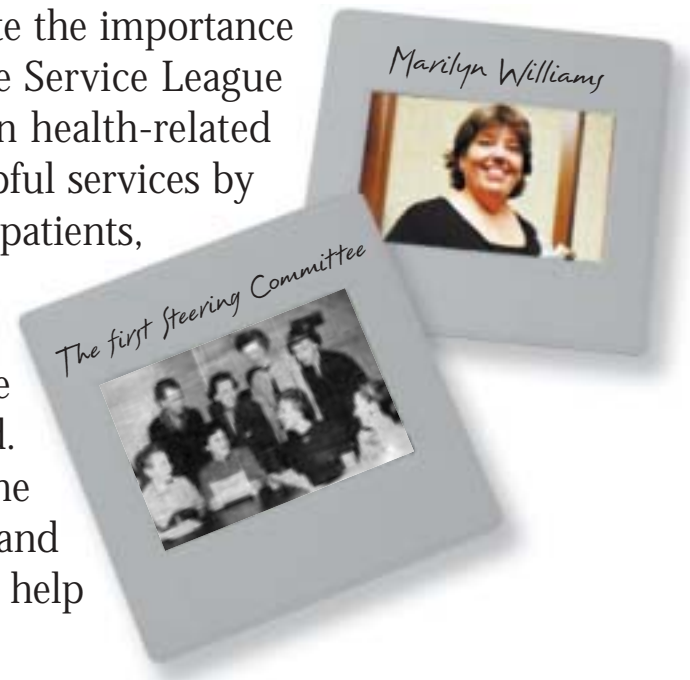
# The Washington Hospital Healthcare Foundation

Established in 1983, the Washington Hospital Healthcare Foundation was created to serve as a guardian of gifts and bequests to the Washington Hospital Healthcare System. Its mission is to enhance the Healthcare System by increasing public awareness and by providing financial support. Through generous contributions from companies and individuals, the Foundation has helped to fund many important projects, including: upgrades to the emergency room and critical care units; mammography equipment and screenings; a diagnostic ultrasound unit; the W.O.W. Mobile Health Clinic; the Washington Community Health Resource Library; hospice care; and cancer services. In addition to raising much-needed funds for health care programs and services, Foundation-sponsored events are considered some of the premiere social events in the community. These events serve as opportunities for the community to come together in friendship and fun, not only to celebrate the success of their Hospital, but also to show continuing support of a valued partner. One of these outstanding events is the The Top Hat Dinner Dance—an elegant black-tie affair first held in 1986. In 2003, Top Hat raised funds for Washington Hospital's Lymphedema Services program, which provides local care for those suffering from lymphedema, a condition caused when the lymphatic system is impaired that can result in chronic swelling of affected limbs. Other Foundation events include the annual golf tournament, held in memory of Gene Angelo Pessagno, Trees of Angels and the Medical Musicale. "We're so grateful for the broad-based community support we continue to receive," says Barbara Barrie, Foundation president. "It truly makes the difference in helping our Foundation achieve its mission."



# The Washington Hospital Service League

Back in 1955, fourteen local women met at the Centerville home of Mrs. Allan Walton to begin organizing a hospital service league. Today, the Washington Hospital Service League has a membership of more than 450 volunteers, from age 15 through 90, and will be celebrating their 50th anniversary in February, 2005. During the fifty years since the League's founding, the organization has been an invaluable asset to the Washington Hospital family. Volunteers have donated more than 1.4 million hours and \$1.7 million to Washington Hospital. The history of the Service League's accomplishments would fill a book. In recent years, young people have become a key part of Washington Hospital's volunteer program. As they share their time and talents with patients, families and staff, these energetic young people experience the stresses and rewards of working in health care, and learn to appreciate the importance of teamwork. In recognition of the contributions students make, the Service League awards two scholarships each year to student volunteers majoring in health-related fields. The Service League's mission is three-fold: First, they offer helpful services by providing amenities that contribute to the comfort and well-being of patients, families and visitors. Second, they serve as "ambassadors," fostering good communication between the Hospital and families, friends, and the community-at-large. Finally, Service League Volunteers support the work of hospital personnel and assist with other services, when needed. Asked what she felt was the key to their success, Marilyn Williams, the League's President said, "The Service League has remained a friendly and supportive group of people who have a genuine warmth and desire to help the patients and their families."





Washington Township Health Care District provides many benefits to the community. One direct benefit that receives little notice is the health care that is provided for free or for which the District is not fully compensated. In the past year alone, Washington provided nearly \$22 million in health care to the community's medically indigent population and an additional \$2 million for unpaid medical costs, community education and other expenses.

2003

2004

Financial Statement

# 2003-2004 Financial Statement

Balance Sheet	2004	2003
Current Assets	\$52,471	\$47,966
Assets Limited as to Use	\$136,422	\$134,281
Property, Plant and Equipment	\$139,709	\$134,104
Other Assets	\$25,343	\$25,512
<b>Total Assets</b>	<b>\$353,945</b>	<b>\$341,863</b>
Current Liabilities	\$33,643	\$33,910
Long-Term Debt	\$79,618	\$81,430
Long-Term Liabilities	\$20,029	\$18,506
Fund Balance	\$220,655	\$208,017
<b>Total Liabilities and Fund Balance</b>	<b>\$353,945</b>	<b>\$341,863</b>

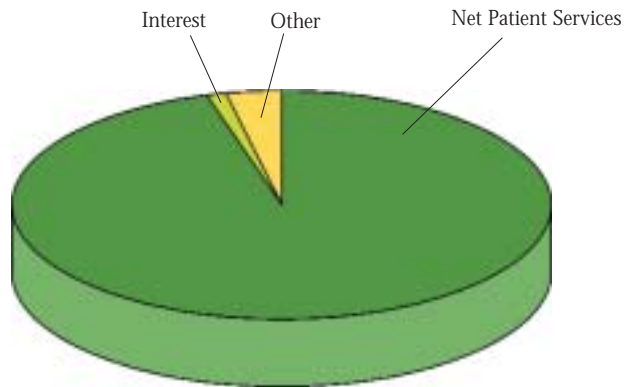
Dollar amounts represent thousands.

Income Statement	2004	2003
Net Patient Service Revenue	\$251,538	\$220,999
Other Revenue	\$8,149	\$7,616
<b>Total Operating Revenue</b>	<b>\$259,687</b>	<b>\$228,615</b>
Salaries and Benefits	\$134,471	\$121,139
Other Expenses	\$110,770	\$97,309
<b>Total Operating Expenses</b>	<b>\$245,241</b>	<b>\$218,448</b>
Operating Income	\$14,446	\$10,167
Non Operating Revenues and Expenses		
Investment Income, Inc. Unrealized Gains (Losses)	(\$39)	\$6,842
Interest Expense	(\$2,466)	(\$2,282)
Other	\$697	\$685
<b>Total Operating and Nonoperating Income</b>	<b>\$12,638</b>	<b>\$15,412</b>

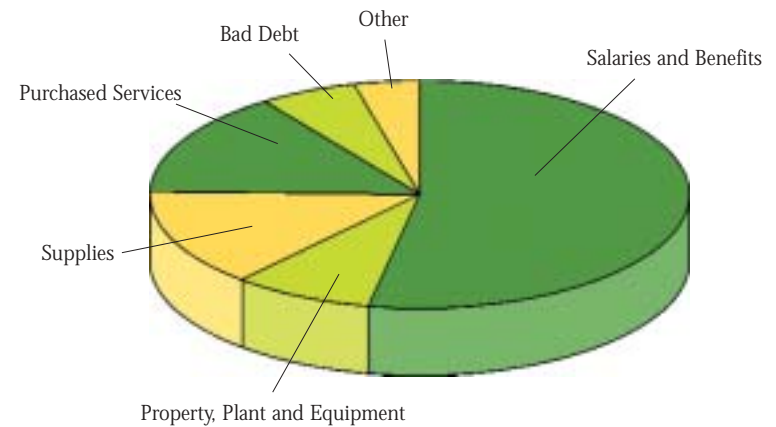
# Fiscal Year 2003-2004

Fiscal year ending June 30, 2004

Revenues	2004
Net Patient Services	\$251,538
Interest	\$2,971
Other	\$8,846



Expenditures	2004
Salaries and Benefits	\$134,471
Property, Plant and Equipment	\$21,966
Supplies	\$35,008
Purchased Services	\$37,205
Bad Debt	\$15,280
Other	\$9,555





Statistics	2004	2003
Admissions.....	15,329.....	14,926
Days.....	66,076.....	62,384
Deliveries.....	2,785.....	2,777
Surgery Cases.....	4,043.....	3,732
ER Visits.....	43,055.....	43,760
Physicians on Staff.....	410.....	373

# Directory of Services

## Programs and Services

Bras for Body and Soul  
 Cardiac Surgery and Care  
 Cardiac Rehabilitation  
 Care Card Program  
 Center for Joint Replacement  
 Childbirth and Family Services  
 Community Clinics  
 Community Education  
 Community Health Resource Library  
 Diabetes Services  
 24-Hour Emergency Care  
 Financial and Insurance Counseling  
 General Medicine and Surgery  
 Health Insurance Information Service  
 Health Promotion  
 Hospice Program  
 Laboratory Analysis and Support  
 Level II Special Care Nursery  
 Little Washington Township Child Care Center  
 Lymphedema Program  
 Mammography Center  
 Medical Imaging (X-ray, MRI and CT Scanners)  
 Minimally Invasive and Robotic Surgery  
 Neurosurgery  
 Nutritional Counseling and Care  
 Occupational Medicine Program  
 Occupational Therapy  
 Oncology Services  
 Orthopedics  
 Outpatient Wound Care Clinic  
 Pathology  
 Pediatrics  
 Pharmacy  
 Physical Therapy  
 Pulmonary Rehabilitation and Respiratory Care  
 Richard M. Warren Nursing Skills Lab  
 Sangalli Center for Critical Care  
 Senior Care Program  
 Sleep Disorders Clinic  
 Social Services  
 Speech Therapy  
 Sports Medicine Program  
 Volunteer Organizations  
 Washington On Wheels, (W.O.W.) Mobile Health Clinic  
 Washington Senior Care

## Washington Hospital

2000 Mowry Avenue,  
 Fremont, CA 94538  
 510-797-1111

## Washington Clinic/Fremont

2500 Mowry Avenue, Suite 212  
 Fremont, CA 94538  
 510-608-6174  
 Monday - Sunday, 8 a.m. to 8 p.m.

## Washington Clinic/Newark

35500 Dumbarton Court  
 Newark, CA 94560  
 510-797-7535  
 Monday - Friday, 8 a.m. to 6 p.m.

## Washington Clinic/Warm Springs

46690 Mohave Drive  
 Fremont, CA 94539  
 510-651-2371 or 408-946-6443  
 Monday - Friday, 8 a.m. to 6 p.m.

## Washington Outpatient Surgery Center

2299 Mowry Avenue  
 Fremont, CA 94536  
 510-791-5374  
 Monday - Friday, 6 a.m. to 5:30 p.m.

## Washington-Stanford Radiation Oncology Center

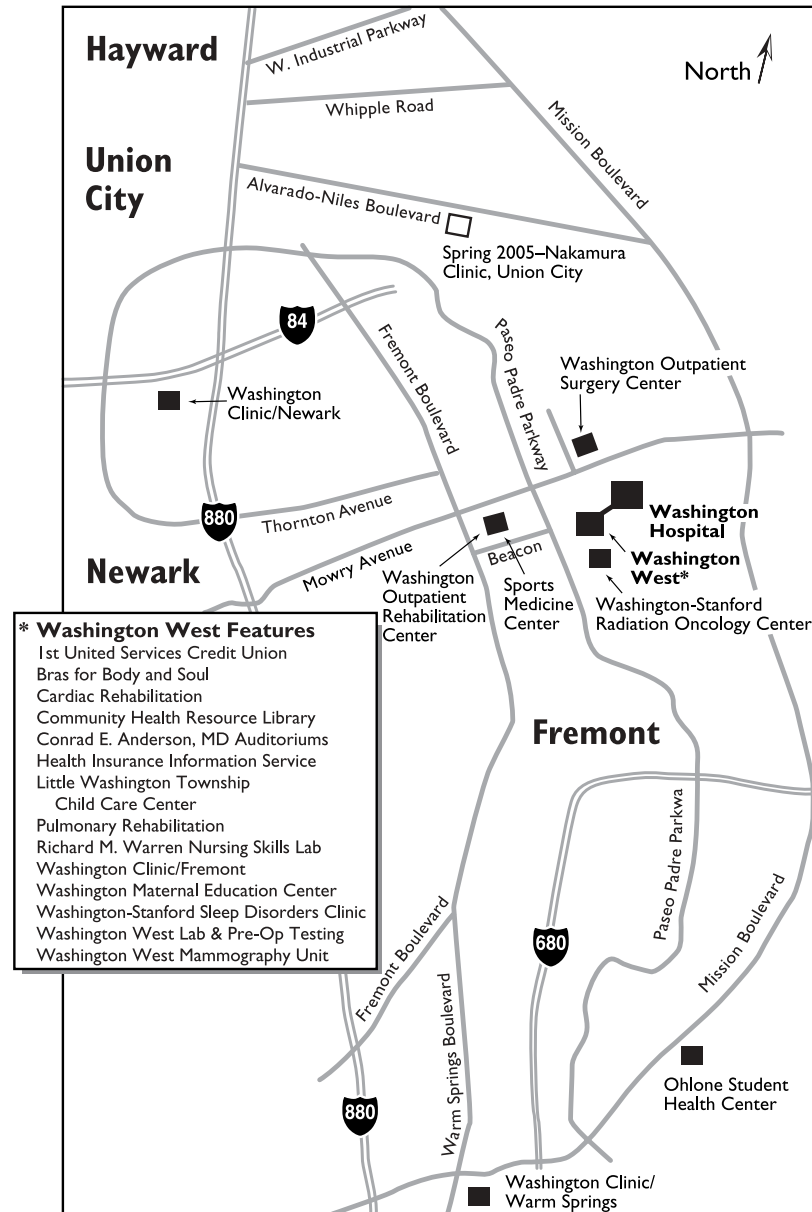
39101 Civic Center Drive  
 Fremont, CA 94538  
 510-796-7212  
 Monday - Friday, 8 a.m. to 5 p.m.

## Washington Outpatient Rehabilitation Center

3575 Beacon Avenue  
 Fremont, CA 94538  
 510-794-9672  
 Monday - Friday, 8 a.m. to 6:30 p.m.

## Ohlone Student Health Center

43600 Mission Boulevard, Bldg. 16  
 Fremont, CA 94539  
 510-659-6258



Not just a hospital, your community hospital.



Washington Hospital Healthcare System