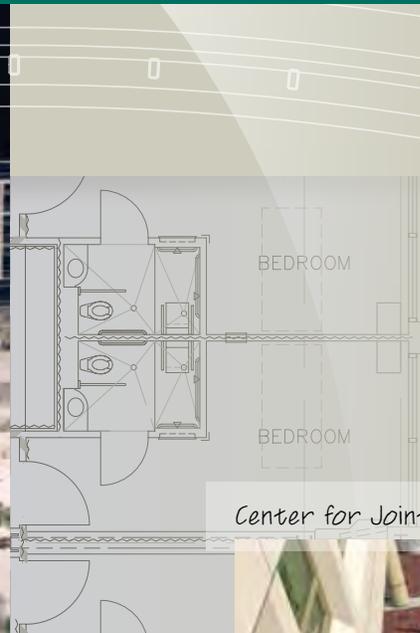


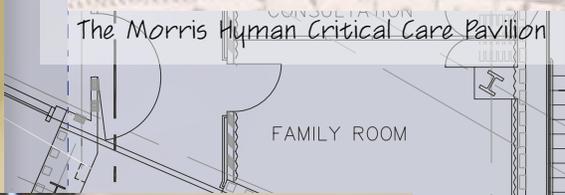
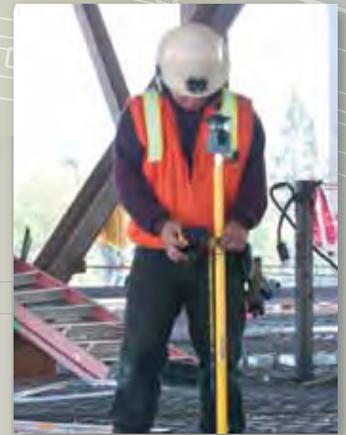
# BUILDING THE FUTURE OF HEALTH CARE IN YOUR COMMUNITY



The Morris Human Critical Care Pavilion



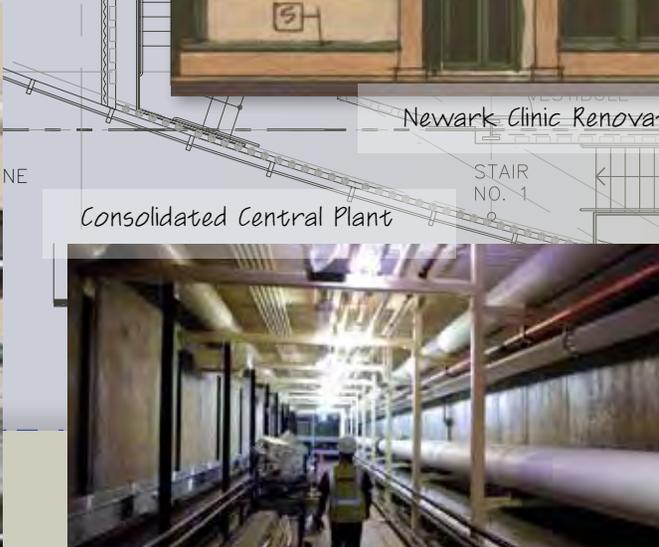
Center for Joint Replacement



FAMILY ROOM



Newark Clinic Renovation



Consolidated Central Plant

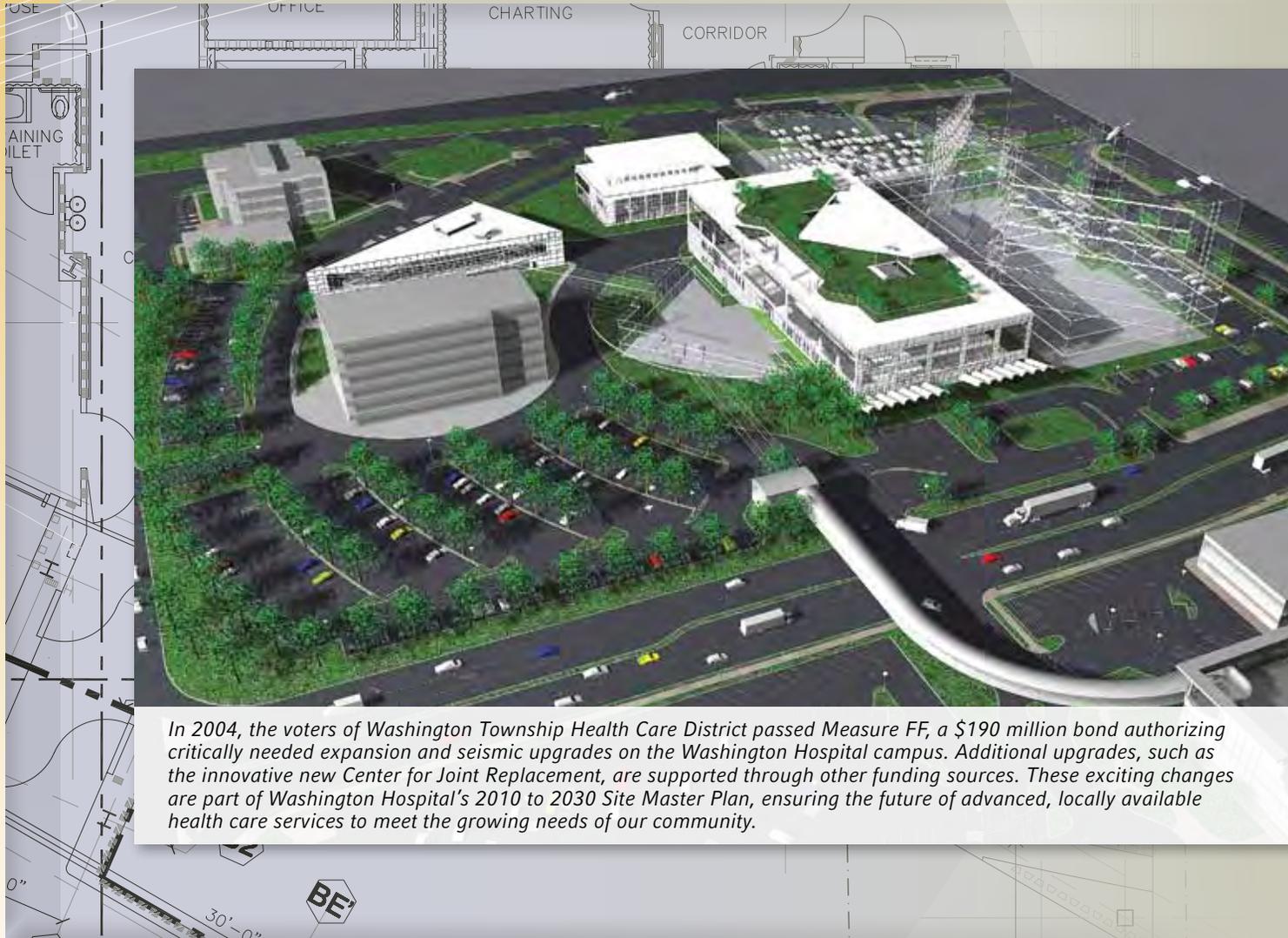


Washington Hospital Healthcare System

Investing in the health of the community.

Annual report to the community 2010  
Calendar 2011

## ANNUAL REPORT TO THE COMMUNITY 2010 CALENDAR 2011



*In 2004, the voters of Washington Township Health Care District passed Measure FF, a \$190 million bond authorizing critically needed expansion and seismic upgrades on the Washington Hospital campus. Additional upgrades, such as the innovative new Center for Joint Replacement, are supported through other funding sources. These exciting changes are part of Washington Hospital's 2010 to 2030 Site Master Plan, ensuring the future of advanced, locally available health care services to meet the growing needs of our community.*



## 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.

*Resolved by the Board of Directors  
Washington Township Health Care District  
May 14, 2008*



**Bernard Stewart, DDS**  
*President, Board of Directors  
Washington Township  
Health Care District*

*We recognize that your involvement and support are essential in our ability to provide you, your family and your neighbors with ready access to world-class care.*

## **THE BLUEPRINT OF A SHARED VISION —** Health care excellence at your doorstep

**F**or more than 50 years, the residents and Board of Directors of the Washington Township Health Care District have shared a vision of high quality, comprehensive and innovative health care in our community. Now, that vision is taking a giant step forward as, together, we build for the future.

Since District voters approved Measure FF, the Board has worked diligently to fulfill the renewed vision of a healthcare system that will carry us well into the 21st century. When this plan is completed, our community will have all the benefits of an advanced, expanded emergency room, intensive care unit and cardiac care facilities, with more beds for medical and surgical patients. At the same time the Hospital will meet our state's stringent seismic safety requirements and have a lighter footprint on the environment.

We are also expanding and upgrading other Hospital programs that are currently at or near full capacity. For example, a beautiful new home for our highly successful Center for Joint Replacement is already under construction.

**IT IS AN EXCITING TIME FOR US ALL, AS WE SEE NEW STRUCTURES BECOME A REALITY BOTH BELOW AND ABOVE GROUND.**

In addition to the Center for Joint Replacement, current projects include the vitally important Consolidated Central Plant. Completion of both facilities is expected by early 2012.

We can be proud our District has the exceptional leadership and financial stability to continue advancing the scope and quality of local health care services, especially in light of current economic conditions. The Board is charged with being good stewards of our community's resources, and we take this responsibility very seriously. We recognize that your involvement and support are essential in our ability to provide you, your family and your neighbors with ready access to world-class care.

Our collective vision of high quality, locally accessible health care is coming into greater focus with each passing month. We hope you will enjoy reading this 2010 Washington Hospital Healthcare System Annual Report and Calendar for 2011, and that you will place it on your wall and enjoy each valuable story throughout the coming year.

A handwritten signature in black ink, appearing to read "Bernard Stewart". The signature is written in a cursive, flowing style.



## 2009 — 2010 BOARD OF DIRECTORS

*Top row, left to right:*

**William F. Nicholson, MD**

*Position: Second Vice President*

*Elected: November 2008*

*Occupation: Physician, Cardiologist*

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

**Bernard Stewart, DDS**

*Position: President*

*Elected: November 2010*

*Occupation: Dentist*

*Address: 2243 Mowry Ave., Suite B  
Fremont, CA 94538*

**Michael J. Wallace**

*Position: First Vice President*

*Elected: November 2010*

*Occupation: Vice Chairman of  
the Board, Fremont Bank*

*Address: 39150 Fremont Blvd.  
Fremont, CA 94538*

*Bottom row, left to right:*

**Patricia Danielson, RHIT**

*Position: Treasurer*

*Elected: November 2008*

*Occupation: Consultant, Health  
Information Management*

*Address: 2000 Mowry Ave.  
Fremont, CA 94538*

**Jacob Eapen, MD**

*Position: Secretary*

*Elected: November 2010*

*Occupation: Physician, Pediatrician*

*Address: 2000 Mowry Ave.  
Fremont, CA 94538*



**Nancy Farber**  
Chief Executive Officer  
Washington Hospital  
Healthcare System

*Washington Hospital Healthcare System is a strong, vibrant organization that is well positioned to continue growing along with the community.*

## **A FRAMEWORK FOR THE FUTURE — Growing to meet the needs of our community**

**O**ne reason our community-owned Washington Hospital Healthcare System continues to achieve its mission successfully is that we are firmly focused on quality and safety today while always being mindful of the future. The wisdom of this approach has never been more apparent than right now, as we review recent accomplishments and celebrate our plans for growth to meet the changing needs of the people we serve.

A recent development that is particularly gratifying relates to our plans to expand and upgrade Washington's emergency and critical care services. Fremont Bank Foundation has awarded a \$1.5 million grant to support construction of a new critical care pavilion on the Hospital campus. In recognition of the foundation's generous support and to honor the founder of Fremont Bank, the building will be named The Morris Hyman Critical Care Pavilion.

We are grateful for the support of our community, but we also know none of our achievements would be possible without the total dedication of our employees and volunteers and a medical staff fully committed to doing what is best for patients. The longevity of many of these individuals is evidence that they find fulfillment in working together to provide the highest standard of care for our patients, families and the entire community.

### **IN FOCUSING ON PATIENT NEED AND PLANNING FOR THE FUTURE, WE KEEP OUR FINGER ON THE PULSE OF THE DISTRICT'S HEALTH STATUS.**

This helps us make the right decisions about developing or expanding our services. A good example is the Washington Outpatient Diabetes Program, which was launched in response to research identifying a high rate of diabetes among District residents.

Recently, we participated in the latest Alameda County Community Needs Assessment. The study shows that in the Tri-City area, some chronic diseases, including diabetes, are now being identified at an earlier stage and treatment is leading to better outcomes, including fewer deaths. We believe the care we provide at Washington Hospital and our screening and prevention efforts in the community have contributed to this improved result. Moreover, we are confident that the community's investment in expanding and upgrading our facilities and programs will pay off with even better outcomes in the future.

Washington Hospital Healthcare System is a strong, vibrant organization that is well positioned to continue growing along with the community. With our incredible assets of talented, caring people, advanced technology and a burgeoning infrastructure, we look to the future with anticipation and confidence.

*Nancy Farber*



Jan Henstorf, MD  
Chief of Staff  
Washington Hospital  
Medical Staff

*One thing that all these programs and services share, with the full support of the medical staff, is the focus on the Hospital's Patient First Ethic.*

## WORKING TOGETHER TO ADVANCE OUR SERVICES — Building blocks for leading-edge care

The history of Washington Hospital Healthcare System has been one of remarkable growth and advancement in bringing high quality, comprehensive medical care to our community. The Washington Hospital Medical Staff, an active and vigorous group of dedicated physicians now more than 500 members strong, is proud to have collaborated with the Hospital throughout this rewarding journey.

**OURS IS A MUTUALLY SUPPORTIVE RELATIONSHIP BASED ON OUR SHARED PRIORITY OF DELIVERING HEALTH CARE EXCELLENCE AND SAFETY TO PATIENTS.**

Today, we are witnessing major changes on the Hospital's campus, as a new infrastructure is created to support Washington's ability to serve our growing community over the long term. It is exciting to watch the construction site bustle with workers and equipment as the structures develop.

Less apparent to the eye, but of equal or even greater importance, is the development and expansion of many of the Hospital's programs and services. Here, physicians play a key role, helping to ensure that the care provided continues to meet the highest standards of excellence while enabling physicians and other care providers to do their jobs effectively. Most important, we collaborate with the Hospital in developing these services to meet the needs of our patients.

Some changes, such as the larger, modernized emergency room and the new, freestanding Center for Joint Replacement, are being made in response to a far greater demand for these services than existed when they were first built. In other instances, such as the Cardiac Catheterization Lab and the Wound Care and Hyperbaric Medicine Clinic, advanced equipment is being installed to ensure that the care provided by Washington Hospital continues to be on the leading edge.

The Hospital is also developing and expanding programs that reach beyond its walls to provide a more seamless continuum of care for patients after discharge and people in the community. Services such as Outpatient Rehabilitation, the Outpatient Diabetes program, the Wound Care and Hyperbaric Medicine Clinic, and the Newark Clinic, part of Washington Township Medical Foundation, are being expanded, upgraded or rebuilt to better serve your needs.

One thing all these programs and services share, with the full support of the medical staff, is the focus on the Hospital's Patient First Ethic. Patient need is always the primary driver for any decision or action at Washington Hospital. For all of these reasons, it is and will continue to be exciting and fulfilling to be part of the Washington Hospital Healthcare System.

A handwritten signature in black ink that reads "Jan Henstorf MD". The signature is written in a cursive, flowing style.



## YEAR IN REVIEW 2009 — 2010

### Updates and accomplishments

*Washington Hospital was asked to present our innovative medication reconciliation initiative at a national conference of the Institute on Healthcare Improvement.*

**T**his year, Washington Hospital was honored to receive recognition for many accomplishments that support our Mission of service to the community. Based on the high level of comprehensive stroke care we provide, our Stroke Program was recertified as a Primary Stroke Center by The Joint Commission, with no recommendations for improvement. The Program also earned the Get With the Guidelines Gold Plus award from the American Stroke Association.

Advancing our reputation as a top provider of cancer care services, our Community Cancer Program received an Outstanding Achievement Award from the Commission on Cancer of the American College of Surgeons.

The newly established Washington Cardiovascular Institute continued to pursue its goal of providing the highest quality heart care to our community. Ongoing clinical research and participation in clinical trials keeps us on the forefront of evolving developments in the field of cardiac care.

In recognition of our Hospital's many contributions to students and the community, the Ohlone College Foundation honored Washington Hospital Healthcare System as the 2010 Citizen of the Year. The Health Sciences Wing of the Ohlone College Newark Center has been named after the Healthcare System.

Washington Hospital's InHealth cable TV station on Comcast Channel 78 won accolades at the 31st Annual Telly Awards for

*Inside Washington Hospital: The Green Team.* The program takes an inside look at the many green initiatives being implemented at the Hospital.

Demonstrating our total commitment to quality and safety, we produced the Washington Hospital 2010 Annual Quality Report to the Community and were recognized for excellent outcomes in many of our initiatives, including reduction of falls and medication safety. Washington Hospital's medication reconciliation process was designed to improve the safety of medication use while at the same time incorporating the requirements of the Joint Commission's National Patient Safety Goal for medication reconciliation.

This year, the Hospital opened a beautiful Memorial Rose Garden to celebrate the contributions of many dedicated board members, physicians, employees and volunteers who passed away while associated with Washington Hospital.

The Hospital provided assistance to numerous community-based, health-related programs throughout the year. For example, the District's Board of Directors voted to forgive the balance of an emergency, low-interest loan to Tri-City Health Center, which provides primary care services to low income, uninsured residents of the District. In addition, we were a major sponsor of SAVE (Safe Alternatives to Violent Environments), a local non-profit organization that assists victims of domestic violence and their families.



*In February, we broke ground for the innovative, new Center for Joint Replacement, and construction is now underway. To view video updates and current time-lapse footage of construction projects, visit us online at [www.whhs.com/construction](http://www.whhs.com/construction).*

### **BUILDING OUR CAMPUS OF THE FUTURE**

Washington Hospital achieved significant progress in the multi-phase effort to expand and upgrade our main campus while further enhancing seismic safety. As of June 2010, we are mid-way through construction of the vitally important Central Plant, which is needed before the new emergency services and critical care building can be started. In February, we broke ground for the innovative, new Center for Joint Replacement, and construction is now underway.

### **OUTPATIENT SERVICES RELOCATE AND EXPAND**

Washington Hospital's busy Outpatient Diabetes Program and Outpatient Rehabilitation Center are key services in offering a seamless continuum of care to patients after leaving the hospital. This year, the diabetes program was renamed Washington Outpatient Diabetes Center and moved to a larger building that provides more accessibility for the community. The program continues increasing its efforts to educate local residents about diabetes prevention and management.

The Outpatient Rehabilitation Center also moved to a more expansive location designed specifically for patients undergoing orthopedic physical therapy and occupational therapy. A new strength building program was added to meet the needs of patients and the community.

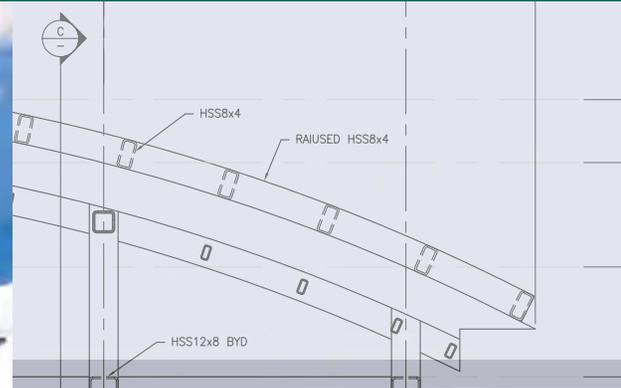
### **JOURNEY TO MAGNET**

We continue to advance in our challenging journey to Nursing Magnet Recognition Status, reflecting our ongoing commitment to the highest standards of nursing excellence and quality patient care. Conveyed by the American Nurses Credentialing Center (ANCC), this prestigious designation has been awarded to just 5 percent of hospitals worldwide, including only 20 in California.

As part of the journey, our nurses participate in developing and implementing innovative evidence-based projects and research designed to make a significant contribution to the quality of nursing care at Washington Hospital. Many of the projects have yielded important new information that is changing the way our nurses deliver care.

At the same time, we continue building and refining the infrastructure of nursing in compliance with stringent Magnet guidelines, while performing ongoing education of our nursing staff and orienting new nurses. To date, we have trained more than 700 individuals in the professional role of nursing at Washington Hospital.

We have also been working hard to compile the extensive documentation needed to apply for Magnet Status, which will be verified by a future site visit from ANCC appraisers. Achievement of Magnet Recognition Status would mean that Washington Hospital provides a level of care that is unmatched by most other Bay Area hospitals.



## MORE SPACE MEANS LESS WAITING IN THE EMERGENCY DEPARTMENT

**A**s the communities in Washington Township Health Care District have grown, so has their need for fast, high quality emergency medical care. Washington Hospital's Emergency Department is now the second busiest emergency room in Alameda County. As one of the County's designated cardiac receiving centers and a Primary Stroke Center, our Hospital receives many of the area's sickest patients.

A greatly expanded emergency room is a critical part of our master plan for the future. Until that facility is completed, we will extend and enhance the registration, triage and waiting room areas of the current facility by adding three modern, spacious modular units. Located just steps from the current emergency room, the additional space will help to improve the flow of patients through the Emergency Department and increase patient satisfaction. *(This interim step is not part of expansion plans under Measure FF.)*

### FOCUSING ON PATIENT SERVICE

The conveniently located, expanded area allows simultaneous registration and triage of numerous patients, which shortens wait times. The new configuration also supports increased privacy and security. With this additional space, Washington Hospital will continue providing a consistently high standard of quality, efficient emergency care for many more patients while enhancing comfort and safety.



Emergency Department nurse  
Martha Guilbeaux, RN

# January

## Guarding against communicable disease

*In Washington Hospital's busy Emergency Department, the staff is vigilant about the risk of exposure to communicable diseases, such as H1N1 flu or whooping cough. Procedures are in place to rapidly screen and respond to the needs of patients, while also providing measures to prevent the spread of disease in the Hospital and the community.*

*Two of the modular units being installed adjacent to the Emergency Department have reverse air flow capability. With reverse air flow, air is drawn outside away from contaminated patients so others are protected.*

*"This offers a greater defense against communicable disease than has previously existed in the emergency room," says Kadeer Halimi, MD, emergency medicine physician.*



SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

National Birth Defects Prevention Awareness Month  
Cervical Cancer Screening Month  
Glaucoma Awareness Month  
National Blood Donor Month

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3

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13

14

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Healthy Weight Week

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Martin Luther King Jr. Day

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22

National Nurse Anesthetists Week

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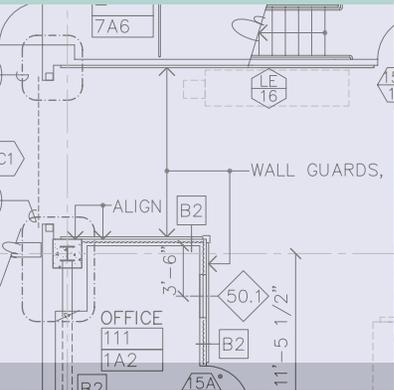
30

31

New Year's Day  
1



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## RESPONDING TO A CRITICAL NEED

**W**hen Washington Hospital's current emergency room was built, it was intended to serve 16,000 patients each year. With our community's tremendous population growth and the added range of advanced, high quality services now available at the Hospital, we're treating more than 50,000 patients annually!

To meet the vastly increased need for emergency and critical care by the most seriously ill residents of our District, the Hospital will conduct a large-scale expansion of these services. The cornerstone of The Morris Hyman Critical Care Pavilion will be a modern emergency room designed to accommodate anticipated growth over the next 20 years. Construction will begin in 2013, with completion expected in 2016.

### CONNECTING THE SERVICES

The building will also house a larger critical care unit and an intensive care unit with all-private rooms. Walkways will connect the structure to both the current Hospital and the Hospital of the future when it is built.

*Emergency physician Neal S. Dickler, MD,  
and cardiologist Timothy G. Tsoi, MD*

# February

## Generous support for the future

*Washington Hospital's Emergency and Critical Care Services building of the future will be named The Morris Hyman Critical Care Pavilion, in honor of the founder of Fremont Bank. The Fremont Bank Foundation, the bank's philanthropic arm, has awarded a \$1.5 million grant to Washington Hospital Healthcare Foundation to support construction of the new building.*

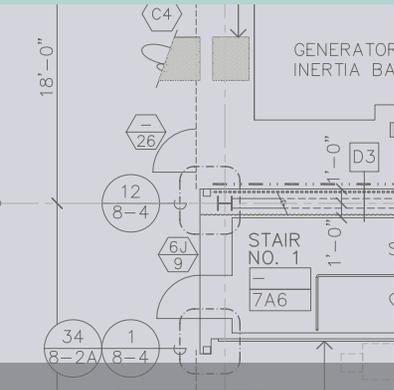
*"My father's wishes were that, when a new emergency room was to be built, the bank's foundation would be part of this very valuable asset to the community and future generations," says Hattie Hyman Hughes, president, Fremont Bank Foundation.*



| SUNDAY                               | MONDAY  | TUESDAY                           | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|--------------------------------------|---|-----------------------------------|-----------|----------|--------|----------|
|                                      | American Heart Month<br>Wise Health Care Consumer Month | National Patient Recognition Week |           |          |        |          |
|                                      |   | 1                                 | 2         | 3        | 4      | 5        |
| National Burn Awareness Week         | 7   | 8                                 | 9         | 10       | 11     | 12       |
| 6                                    |   |                                   |           |          |        |          |
| National Cardiac Rehabilitation Week | Valentine's Day   | 15                                | 16        | 17       | 18     | 19       |
| 13                                   | 14  |                                   |           |          |        |          |
|                                      | Presidents Day  | 22                                | 23        | 24       | 25     | 26       |
| 20                                   | 21  |                                   |           |          |        |          |
|                                      |   |                                   |           |          |        |          |
| 27                                   | 28  |                                   |           |          |        |          |



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Center for Joint Replacement framework



Consolidated Central Plant



## THE FUTURE BEGINS TO TAKE SHAPE

**W**ashington Hospital is in the midst of an important phase in our facility's master plan guiding the development of our main medical campus into the mid-century. This vision for the future will provide more advanced services to our growing community in comfortable, accessible surroundings with safety as the top priority.

When this stage is complete, we will have a greatly expanded, more efficient Central Plant providing utility service to support the future expansion and upgrade of all buildings in the Hospital's master plan. A network of underground utility tunnels will serve as a conduit, moving electricity, water and steam from the Central Plant to wherever they are needed on the campus. In addition, a new loading dock has already been completed, and work is in progress on the expanded Center for Joint Replacement. These projects are slated for completion in early 2012.

### EXPANDING CRITICALLY NEEDED SERVICES

The Morris Hyman Critical Care Pavilion, the Hospital's new Emergency Department and Critical Care Project, will be next, enabling us to serve more patients more effectively in the emergency room, intensive care and critical care units. All of these exciting developments have one goal — to deliver the highest quality, most advanced care and best possible experience for our patients and the community.

# March

## Caring for our world

*The environment has and will continue to be a major consideration in the design, construction and operation of all buildings on Washington Hospital's campus of the future. In fact, plans for our emergency and critical care facilities have been given the LEED Silver designation by the U.S. Green Building Council, recognizing Washington for Leadership in Energy and Environmental Design.*

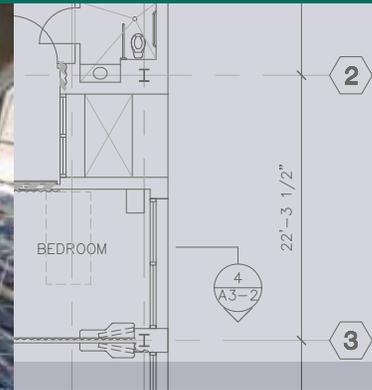
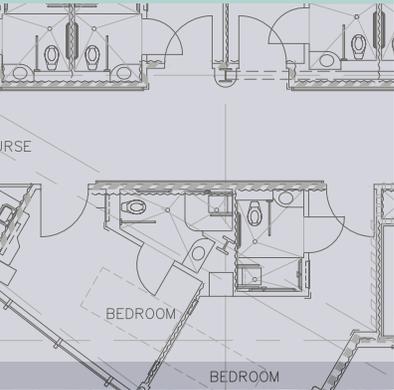
*The Hospital is also working closely with local utilities to ensure every aspect of each building is energy efficient. Wherever possible, materials are being reused and buildings constructed with substances from sustainable sources. In the Central Plant, laundry and elsewhere, leading-edge equipment will run cleaner and more efficiently, saving power and water while minimizing emissions.*



| SUNDAY  | MONDAY  | TUESDAY | WEDNESDAY                     | THURSDAY                | FRIDAY | SATURDAY |
|---|---|---------|-------------------------------|-------------------------|--------|----------|
|   | National Brain Injury Awareness Month<br>National Colorectal Cancer Awareness Month<br>National Eye Donor Month<br>National Save Your Vision Month<br>National Kidney Month<br>National Nutrition Month | 1       | 2                             | 3                       | 4      | 5        |
| 6   | 7   | 8       | Registered Dietitian Day<br>9 | 10                      | 11     | 12       |
| National Pulmonary Rehabilitation Week<br>Daylight Savings Begins<br>13                                     | 14  | 15      | 16                            | St. Patrick's Day<br>17 | 18     | 19       |
| National Inhalants & Poisons Awareness Week<br>National Poison Prevention Week<br>First Day of Spring<br>20 | 21  | 22      | 23                            | 24                      | 25     | 26       |
| 27  | American Diabetes Alert Day<br>28   | 29      | Doctor's Day<br>30            | 31                      |        |          |



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## STEPPING UP JOINT REPLACEMENT FACILITIES

**W**hen Washington Hospital's expanded new Center for Joint Replacement is completed in early 2012, patients will experience an even higher level of care and service than the renowned program currently provides. The innovatively-designed building will bring the entire continuum of related patient services under one roof, while maintaining easy access to surgical rooms and the main hospital. A greater number of all-private patient rooms, expansive therapy spaces and larger common areas are some of the improvements.

### A DESIGN THAT SUPPORTS RECOVERY

Every detail of the 34,500-square-foot building is intended to create a healthy environment and foster healing, while being mindful about conserving and protecting resources. There has been a conscious effort to integrate properties of natural light and "green" features that contribute to a healthy environment for patients.

One unique aspect is the semi-circular, outdoor rehabilitation garden with its range of walking surfaces and elevations. This, added to the open and airy feeling conveyed by the entire structure, will make the new Center for Joint Replacement the ideal place for patients to begin their return to normal, active living.

# April

## Expanding our focus on patient satisfaction

*A pioneer in minimally invasive hip and knee replacement surgery and one of the West Coast's leading joint replacement programs, the Center for Joint Replacement has treated more than 7,000 patients since opening in 1998. For the fifth straight year, the program received a Five Star Customer Service Award from Professional Research Consultants, an independent firm specializing in rating hospitals based on patient satisfaction data.*

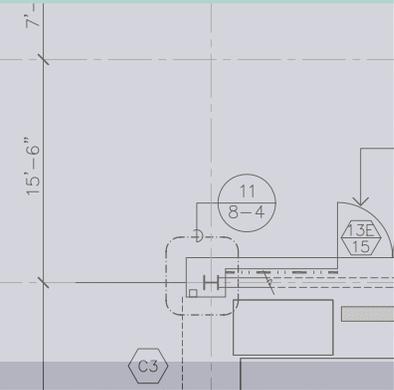
*"The building that is being constructed marks the next critical chapter for the Center for Joint Replacement, the creation of our Joint Replacement Institute," said the program's Medical Director John Dearborn, MD, during the project's ground breaking last February. "It will be a highly advanced facility with every aspect designed to facilitate patient satisfaction and excellent outcomes."*



| SUNDAY        | MONDAY   | TUESDAY | WEDNESDAY | THURSDAY         | FRIDAY | SATURDAY                          |
|---------------|--|---------|-----------|------------------|--------|-----------------------------------|
|               |  |         |           |                  |        |                                   |
|               |  |         |           |                  | 1      | 2                                 |
| 3             | 4  | 5       | 6         | 7                | 8      | 9                                 |
|               | National Public Health Week  |         |           | World Health Day |        |                                   |
| 10            | 11   | 12      | 13        | 14               | 15     | 16                                |
|               | National Healthcare Volunteer Week<br>Health Information Privacy and Security Week |         |           |                  |        |                                   |
| 17            | 18   | 19      | 20        | 21               | 22     | 23                                |
|               |  |         |           |                  |        | National Infant Immunization Week |
| 24            | 25   | 26      | 27        | 28               | 29     | 30                                |
| Easter Sunday |  |         |           |                  |        |                                   |



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## POWERING OUR VISION

**A**t the heart of Washington Hospital's campus of the future is the new Consolidated Central Plant. A cornerstone of the site master plan, the 37,000-square-foot project includes a new power plant and loading dock with utility tunnels that will connect to both the existing Hospital and the Hospital of the future. The complex structure will also house a new energy and water efficient Laundry Department, a vital part of Washington's operation and a rare feature in hospitals today.

### PREPARED FOR DISASTER

Should an earthquake or other disaster strike, the freestanding, state-of-the-art power plant will be prepared to supply emergency power to the entire campus for an extended period of time. With this dependable resource, the Hospital can continue providing medical and emergency care to patients and the community.

Over the past year, the plant's steel structure was erected; exterior and roofing added; boilers, emergency generators and other heavy equipment installed; and underground tunnels constructed. In upcoming months, the laundry equipment will be brought in, the building finished and utilities connected.

# May

## Supporting care around the clock

*A hospital is like a small city, operating around the clock and with all the necessary resources for life.*

*Washington Hospital's Central Plant is designed to supply the critical functions the Hospital needs to operate 24 hours a day throughout the year. This includes boilers for heating, hot water for bathing and other uses, steam generation for sterilization and autoclaving, and medical gasses, such as oxygen.*

*"The new freestanding power plant will have more than enough capacity to support all functions of Washington Hospital's campus of the future, with many expanded and upgraded facilities to serve the growing needs of our community." states Robert Alfieri, director of facilities services.*



| SUNDAY  | MONDAY                              | TUESDAY | WEDNESDAY                                       | THURSDAY                  | FRIDAY                    | SATURDAY |
|---|-------------------------------------|---------|---|---------------------------|---------------------------|----------|
| 1   | 2                                   | 3       | 4   | 5                         | National Nurses Week<br>6 | 7        |
| National Hospital Week<br>Mother's Day<br>8       | 9                                   | 10      | 11  | National Nurses Day<br>12 | 13                        | 14       |
| National Emergency<br>Medical Services Week<br>15 | Foundation Golf<br>Tournament<br>16 | 17      | National Employee<br>Health & Fitness Day<br>18 | 19                        | 20                        | 21       |
| 22  | 23                                  | 24      | National Senior<br>Health & Fitness Day<br>25   | 26                        | 27                        | 28       |
| 29  | Memorial Day<br>30                  | 31      |   |                           |                           |          |

National Physical Fitness & Sports Month  
 National Arthritis Awareness Month  
 National High Blood Pressure Education Month  
 National Mental Health Month  
 National Osteoporosis Awareness & Prevention Month  
 National Stroke Awareness Month



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Members of Washington Hospital's Cardiovascular Institute

## SPEEDING UP CARDIAC AND STROKE CARE

In Washington Hospital Cardiovascular Institute's Cardiac Catheterization Lab, time is of the essence. Heart attacks can be diagnosed and blocked arteries opened within 90 minutes, resulting in better outcomes and improved quality of life for patients. That's why the Hospital is a designated cardiac receiving center for Alameda County.

In the past year, the number of heart attack and heart disease patients treated in our Cath Lab has grown, as skilled cardiologists and our highly trained staff improve the management of minimally invasive treatment of cardiovascular disease. As a Primary Stroke Center, we are also equipped to treat many strokes in the same way we respond to heart attacks, by quickly diagnosing and intervening to open blocked arteries.

### STAYING ON THE LEADING EDGE

To accommodate the high volume of patients who turn to Washington Hospital for fast, effective cardiovascular intervention, we're planning to build a new Cath Lab housing the latest technology. The advanced facility will also enable cardiologists and vascular surgeons to perform leading-edge treatments, such as minimally invasive heart valve replacements and "hybrid" procedures combining surgery with angioplasty.



# June

## Taking imaging to a new plane

*Washington Hospital's plans for an expanded Catheterization Lab include a new biplane angiography lab, a major step ahead in imaging technology to visualize and unblock arteries.*

*Used in a range of interventional procedures, biplane angiography enables physicians to see affected areas on two planes. With this three-dimensional view, they can perform more complex, minimally invasive procedures without the need for major surgery.*

*"This new technology will significantly improve our ability to save lives," explains Ash Jain, MD, medical director of the Washington Cardiovascular Institute. "With better visualization, the time needed to perform a procedure is often shorter, resulting in less radiation exposure, which is good for patients, interventionalists and technicians."*



SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

National Aphasia Awareness Month  
National Hernia Awareness Month  
National Scleroderma Awareness Month  
National Men's Health Month

National Sun Safety Week  
National Headache Awareness Week  
National Cancer Survivor Day

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National Men's Health Week  
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Flag Day  
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Father's Day  
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First Day of Summer  
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23

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Deaf-Blind Awareness Week  
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National HIV Testing Day  
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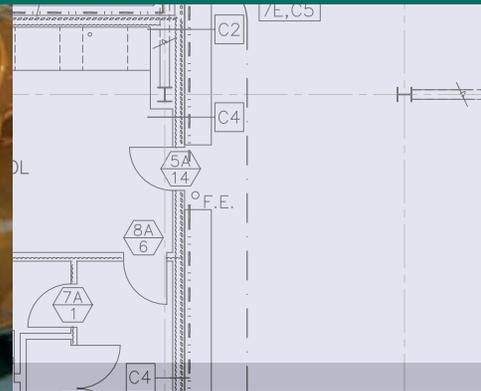
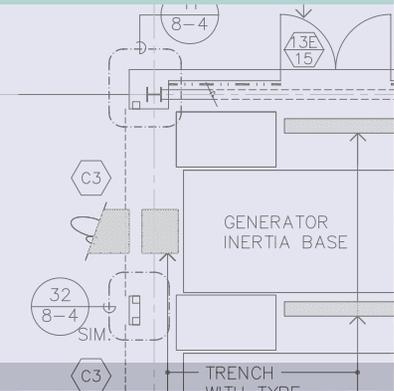
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## EMERGENCY POWER — IN A HEARTBEAT

**W**ithin the modern, new Central Plant now being built at Washington Hospital, three powerful generators sit idle. When the plant comes online in early 2012, plans are that these advanced, highly efficient machines will be connected but not operating. That's because this equipment is the emergency power source for Washington's entire new campus of the future.

If our area experiences a power outage or a disastrous event such as a major earthquake, the generators will turn on automatically. With this dependable source of power, Washington Hospital will continue caring for patients and serving the community without missing a heartbeat.

### THREE TIMES THE BACK-UP

The generators will also be available to provide back-up power to the current Hospital during the up-coming campus rebuilding and expansion projects. Supplying three times as much emergency power than has been available to the current Hospital, the generators meet all emissions standards and are designed to run clean, quiet and safe.

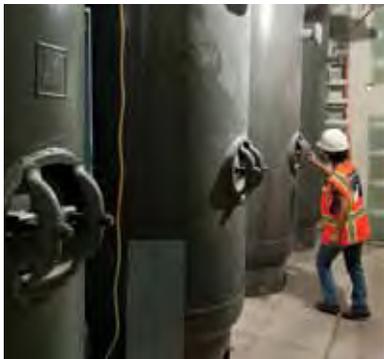
# July

## Ready for a disaster

*With our new emergency generators, Washington Hospital will have enough back-up power to be independent and fully operational for at least seven days. This would be a critical safety factor for the community in the event of a major disaster. If necessary, the period could be extended even further by lessening the amount of power used for non-critical Hospital functions.*

*In a crisis, the length of time emergency power would be available to keep the Hospital fully operational is only restricted by the amount of fuel in its on-campus storage tanks. In fact, if the fuel can be replenished, our ability to run on emergency power would be unlimited.*

*A technician verifies seals on the emergency generator's air start storage tanks.*



SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

Cord Blood Awareness Month  
Fireworks Eye Safety Month  
Juvenile Arthritis Awareness Month

3

National Therapeutic  
Recreation Week

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17

24

Independence Day

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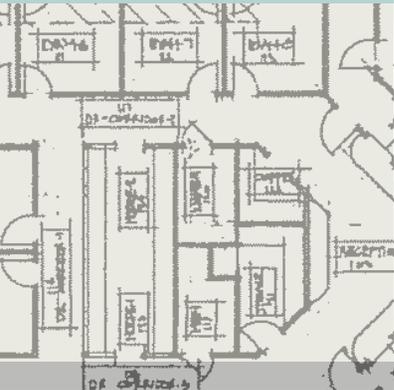
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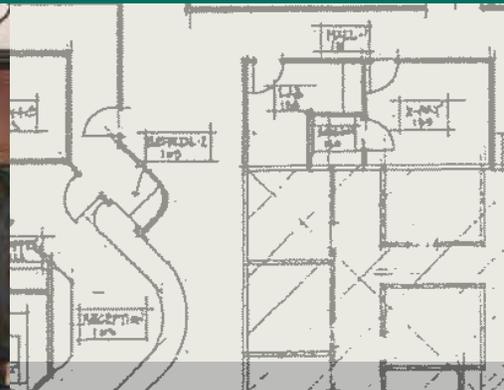
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30





*Jon-Cecil Walkes, MD*



*Thirumala Yenumulapally, MD, part of the Washington Township Medical Foundation care management team*

## SETTING THE STAGE FOR PATIENT-FRIENDLY CARE

**P**Primary and urgent care services in the community of Newark are being transformed as the Newark Clinic rebuilds in a new, more accessible location on Thornton Avenue. The facility's design is based on an innovative "pod" concept, setting the stage for patients to move quickly and directly from the lobby into patient care rooms. Meanwhile, all operations, including the movement of physicians and other caregivers, occur behind the scenes, contributing to an environment focused on efficiency and the comfort of patients.

### BUILDING QUALITY AND SATISFACTION

This patient-friendly configuration, coupled with the clinic's new "care management team" approach, will contribute to shorter wait times and greater patient satisfaction. It will also provide a setting for patients to access educational resources tailored to their health care needs. New technology, including a self check-in kiosk and electronic health record will improve quality of care and enhance the patient experience.

The facility will also have conference space for community health education programs and a dedicated storage area for Community Emergency Response Training (CERT) team supplies. The Newark Clinic will move to its new location in mid-2011.

# August

## Teaming up to serve patients

*In the Newark Clinic's new location, caregivers will be organized into highly effective "care management teams."*

*Led by a primary care physician, each team will include a patient care coordinator who is readily available to assist patients with all their health-related needs, from information and referrals to prescription refills.*

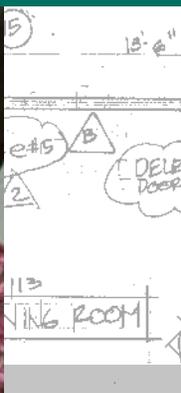
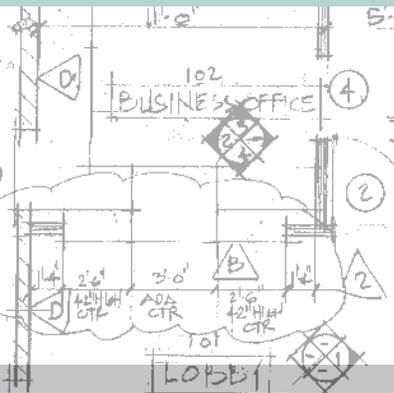
*"With this proven model, patients will have a medical home and a family of team members." says Barbara Kostick, MD, a family practitioner who will be based at the new clinic. Dr. Kostick is also medical director of Washington Hospital's Community Health Services and a frequent host on the Hospital's InHealth Comcast channel 78.*



| SUNDAY  | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|---|--------|---------|-----------|----------|--------|----------|
| Neurosurgery<br>Outreach Month<br>Cataract Awareness<br>Month | 1      | 2       | 3         | 4        | 5      | 6        |
| 7   | 8      | 9       | 10        | 11       | 12     | 13       |
| 14  | 15     | 16      | 17        | 18       | 19     | 20       |
| 21  | 22     | 23      | 24        | 25       | 26     | 27       |
| 28  | 29     | 30      | 31        |          |        |          |



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## OUTPATIENT REHAB BUILDS UP ITS PROGRAM

The Washington Outpatient Rehabilitation Center became stronger when it moved to a spacious new facility on Civic Center Drive near the Hospital and physician offices. It also added some of the latest therapeutic equipment to its comprehensive rehab gym.

The Center is designed specifically to help patients maximize their ability to function physically after injury or illness, as well as before or after surgery, such as joint replacement. It offers the most up-to-date, proven services provided by a team of well-trained, experienced physical and occupational therapists who enjoy working one-on-one with patients.

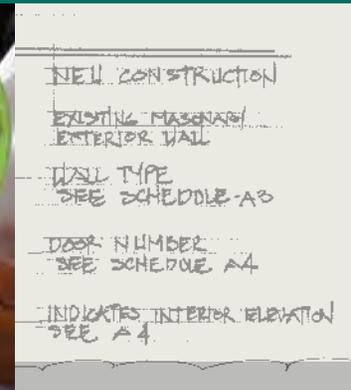
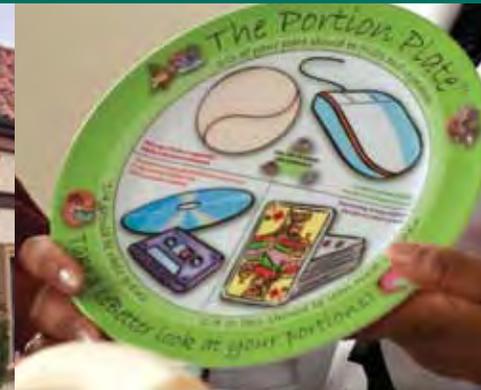
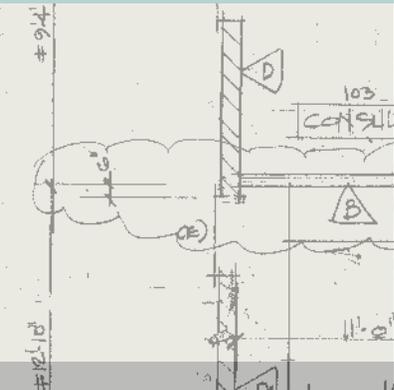
### GETTING ATHLETES BACK ON THEIR FEET

Since the move and the addition of a physical therapist with special interest in sports medicine, the program is treating more sports injuries. The new Legacy Strength Training Program is also attracting sports injury patients and others who need to increase their strength and stability.

At the Center, occupational therapists work with patients to assist them in recovering the ability to perform tasks of daily living, such as dressing, bathing and feeding themselves. The program specializes in hand therapy to help patients improve hand function or restore function after surgery.

Sharmi Mukherjee, physical therapist  
Washington Outpatient Rehabilitation Center





## THE POWER OF EDUCATION TO HELP DIABETICS

The goal of Washington Hospital's diabetes program has always been to teach people the skills needed to control diabetes for a lifetime. This year, the Hospital demonstrated its commitment to this objective by opening the new Washington Outpatient Diabetes Center with a new name and location.

The accessible facility on Beacon Street in Fremont welcomes patients and the community into a comfortable, non-clinical environment where they can learn about the best tools to manage diabetes. Staffed by a team of certified diabetes educators, the Center includes a state-of-the-art classroom for group sessions and smaller areas for one-on-one teaching.

### RECOGNIZED BY THE EXPERTS

The Washington Outpatient Diabetes Center was recertified by the American Diabetes Association this year, recognizing it for meeting stringent national standards of diabetes self-management education. It is also a certified Sweet Success Clinical Affiliate of the California Diabetes and Pregnancy program.

Besides participating in many community health awareness activities, the Center held its 2nd Annual Diabetes Health Fair, collaborated with the Washington on Wheels Mobile Health Clinic to offer free diabetes screenings, provided educational materials to physicians' offices, and sponsored a diabetes support group.



Vida Reed, RN, CDE, coordinator  
Washington Outpatient Diabetes Center

# October

## Making in-roads against diabetes

*According to Alameda County's most recent Community Needs Assessment, the Tri-City area is making progress in lowering the death rate from diabetes among residents in the community. The study shows the mortality rate from diabetes, the seventh leading cause of death in the nation, dropped significantly in Fremont, Union City and Newark since the last assessment conducted in 2004.*

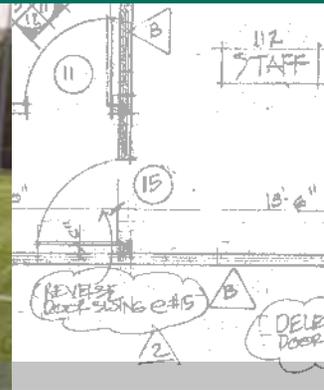
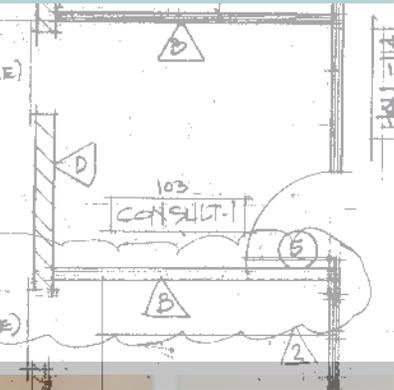
*"Our commitment to comprehensive education about diabetes self-management has contributed to helping people with diabetes learn to manage their disease at an earlier stage. We believe this has been a factor in lowering the mortality rate in the District," says Vida Reed, RN, CDE, coordinator, Washington Outpatient Diabetes Center.*



| SUNDAY   | MONDAY                        | TUESDAY | WEDNESDAY             | THURSDAY         | FRIDAY                            | SATURDAY   |
|--|-------------------------------|---------|-----------------------|------------------|-----------------------------------|--|
|  |                               |         |                       |                  |                                   | 1  |
| 2  | 3                             | 4       | 5                     | 6                | 7                                 | 8  |
| 9  | Columbus Day<br>10            | 11      | 12                    | 13               | 14                                | 15<br>Washington Hospital<br>Healthcare Foundation<br>Event: Top Hat XXV |
| International Infection<br>Prevention Week<br>16   | Healthcare Quality Week<br>17 | 18      | 19                    | Think Pink<br>20 | National<br>Mammography Day<br>21 | 22   |
| Pastoral Care Week<br>National Respiratory<br>Care Week<br>National Healthcare<br>Facilities &<br>Engineering Week<br>23 | 24                            | 25      | Lung Health Day<br>26 | 27               | 28                                | 29   |
| 30   | Halloween<br>31               |         |                       |                  |                                   |  |



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Chung Mei Shih, RN, clinical nurse specialist  
Center for Wound Care and Hyperbaric Medicine

## DRAMATICALLY IMPROVING CARE FOR NON-HEALING WOUNDS

In 2005, Washington Hospital opened a specialized Wound Care Clinic to treat the growing number of local residents suffering with hard-to-heal wounds. Since then, demand for the service — the only one of its kind between Walnut Creek and San Jose — has more than doubled each year.

To meet the critical need, the program is moving to the expanded new Center for Wound Care and Hyperbaric Medicine. Located near the Hospital on Civic Center Drive, the 4,000-square-foot space offers a comfortable environment for patients, with ample parking, easy access, and accommodations for people with disabilities.

### EXPERT CARE MEANS FASTER HEALING

The Wound Care program is staffed by a team of physicians, nurses, therapists and other medical professionals who use advanced treatments to help wounds heal. Specialty equipment at the new Center will include hyperbaric chambers, which will dramatically improve our ability to care for difficult wounds. Plastic surgeons, podiatrists, vascular surgeons, a general surgeon and an infectious disease specialist are on the Center's expert physician panel.

Physicians and staff in the Washington Center for Wound Care and Hyperbaric Medicine work with the patient's primary care doctor to develop an individualized treatment plan. After treatment is concluded, patients return to the care of their personal physician.

# November

## Powerful tool in the fight to heal wounds

*The new Center for Wound Care and Hyperbaric Medicine includes two hyperbaric chambers, powerful technology to help heal difficult wounds. About 10 percent to 15 percent of wound care patients are good candidates for hyperbaric treatment.*

*The chamber speeds up healing by delivering increased amounts of oxygen to the entire body and especially the wound area. Often effective in treating diabetes-related wounds, hyperbaric oxygen therapy can also be used for conditions such as lymphedema, decompression illness, blood loss anemia and crush injuries.*

*“With the addition of the hyperbaric chambers, we will have a comprehensive program that can treat almost any type of wound,” says plastic surgeon Prasad Kilaru, MD, the Center’s medical director.*



SUNDAY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

National Alzheimer’s Disease Awareness Month  
 National Epilepsy Awareness Month  
 American Diabetes Month  
 National Hospice Month  
 Lung Cancer Awareness Month  
 National Healthy Skin Month  
 National Family Caregivers Month

National Diabetes Education Week

Daylight Savings Ends

Election Day

Veteran’s Day

Great American Smokeout

Thanksgiving Day

|    |    |    |    |    |    |    |
|----|----|----|----|----|----|----|
|    |    | 1  | 2  | 3  | 4  | 5  |
| 6  | 7  | 8  | 9  | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 |    |    |    |



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## OUR HOSPITAL REMEMBERS

The highest standard of medical care and most advanced technology are important elements of every modern hospital. Yet, it is the people who make it a place of compassion where patients can heal.

Surrounded by the vital medical center that is Washington Hospital, a beautiful new space has been created — a sanctuary for reflecting and remembering people who have played an important role in making the Hospital what it is today. The Memorial Rose Garden was designed as a lasting tribute to the board members, physicians, employees and volunteers who passed away while in service with Washington Hospital.

### A PLACE FOR REFLECTION

The garden is intended to provide a meditative environment that appeals to the senses. Raised flower beds display many different types of roses, each selected and grouped according to a specific feature, such as color or scent. The highlight of the garden is a large plaque displaying the names of the individuals being memorialized. A beautifully designed fountain adds to the space, which is open to all who wish to spend time in reflection and gratitude.







**Andy Estevez**  
Service League President

## SERVICE LEAGUE MAKES AN EXTRAORDINARY DIFFERENCE

### Experiencing the teamwork

*"There's nothing like being a patient and seeing the teamwork of Washington Hospital's staff, physicians and volunteers firsthand," says Andy Estevez, the Service League's current president.*

*Andy may hold the record for most admissions to Washington Hospital. Since being diagnosed with cardiovascular disease 22 years ago, he has been a patient more than 100 times.*

*"That's what motivated me to begin volunteering and take a leadership role in the Service League," he explains. "I saw how dedicated and hard working everyone is, and I figured I had to give something back."*

**T**he Washington Hospital Service League knows something about building for the future. This active and dedicated group of community volunteers has been making a positive difference to the current services and future growth of Washington Hospital for more than 55 years.

During this time, the Service League's impact on Washington Hospital's ability to fulfill its Mission has been extraordinary:

- More than \$1.2 million raised to support the Hospital's programs and services;
- Nearly \$269,500 awarded in scholarships for local nursing students and others interested in pursuing health care careers;
- And, more than 1.7 million volunteer hours given to our Healthcare System.

The numbers are impressive, and yet they don't fully convey the affect of this unique group of people on the Hospital, our patients and families. The volunteers' deep commitment and boundless enthusiasm are critical factors in Washington Hospital's ability to offer a consistently high level of quality care and service with compassion and a personal touch.

### CELEBRATING 55 YEARS

Two women who are examples of the organization's successful story are Peg Tait and Laura Pessagno, who have been volunteering at Washington Hospital since the day it opened in November 1955. This year, they received special recognition and the heartfelt thanks of the Hospital at the Service League's annual meeting and 55-year anniversary celebration in February.

Never satisfied with the status quo, no matter how successful, the Service League added to its repertoire of activities this year by providing considerable support for Washington Hospital's health promotion and education programs. More than 228 volunteers participated in community events and activities addressing a range of issues, such as diabetes, kidney health, stroke, peripheral vascular disease and hip pain. The volunteers also continued their long-time assistance with free osteoporosis and blood pressure screenings in the Washington Community Health Resource Library.



From left to right: Demetrious Shaffer, Foundation President, Marlene Weibel, Top Hat XXIII Co-Chair, and Angus Cochran, Executive Director of the Foundation

## FOUNDATION BUILDS SUPPORT NOW AND FOR THE FUTURE

### Sharing his passion

*Foundation President, Demetrious Shaffer, deputy fire chief of Alameda County, sums up his passion for the Foundation: "This Hospital is a vital part of the community and an important resource for everyone who lives here. We can be exceedingly proud of the Hospital's many advanced clinical programs, which save lives every day. When you see how people's lives are touched by the Hospital, it is very easy to become involved and stay involved."*

Since 1983, the Washington Hospital Healthcare Foundation has worked to grow support for one of our community's most vital assets, Washington Hospital Healthcare System. Following the Foundation's mission to increase awareness of and raise funds for the Hospital, Foundation trustees have successfully established valuable links with the community and enhanced support for local health care in the District.

"We provide opportunities for people to invest in the future of health care in this community," says Angus Cochran, the new executive director of the Foundation. "This, in turn, helps the Hospital stay on the frontlines of medical care."

In January, 2010, the Foundation distributed more than \$1 million to support Washington Hospital Healthcare System, the largest amount it has ever given in one year. Support came in the form of grants to help improve the standard of care and the patient experience, as well as funding to help purchase state-of-the-art equipment and enhance critical community services.



### EVENTS INSPIRE SUPPORT AND ENTHUSIASM

Once again, the Foundation's flagship events earned significant financial support, while inspiring District residents to show their enthusiasm for the Hospital. Top Hat XXIII, the annual dinner-dance gala, raised over \$98,000 to help underwrite the cost of a surgical microscope for the neurosurgery program.

The 25th annual golf tournament, held to support of local hospice care and cancer services, raised a record \$102,000. A highlight of the event was the attendance of the family of Gene Angelo Pessagno, one of the originators of the tournament, in whose memory the tournament is dedicated each year. Many family members were present, including Mr. Pessagno's widow, Laura, who is one of only two people who have been members of the Hospital's volunteer Service League since it was established.

The traditional holiday event, the Trees of Angels, was again a success. Three tree lightings were held throughout the community, in Fremont, Newark and Union City, providing people with an opportunity to honor or memorialize a loved one. In addition, over 300 attendees came to the 15th Annual Children's Holiday Breakfast with Ronald McDonald and Santa Claus.

## 2009 — 2010 FINANCIAL STATEMENT

Fiscal year ending June 30, 2010

Dollar amounts represent thousands

### Balance Sheet

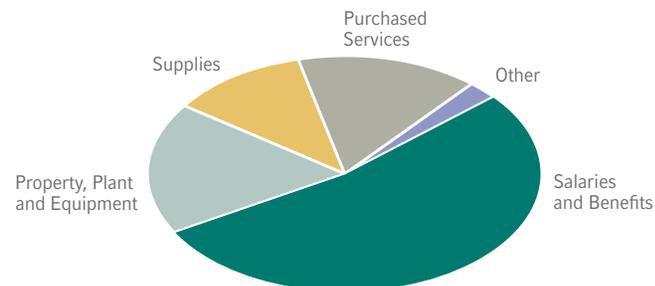
|   | 2010              | 2009              |
|---|-------------------|-------------------|
| Current Assets                            | \$ 92,980         | \$ 74,032         |
| Assets Limited As to Use                  | 350,536           | 270,214           |
| Property, Plant and Equipment             | 260,461           | 206,033           |
| Other Assets                              | 12,261            | 16,890            |
| <b>Total Assets</b>                       | <b>\$ 716,238</b> | <b>\$ 567,169</b> |
| Current Liabilities                       | \$ 87,071         | \$ 73,585         |
| Long-Term Debt                            | 240,510           | 163,530           |
| Long-Term Liabilities                     | 31,920            | 30,342            |
| Fund Balance                              | 356,737           | 299,712           |
| <b>Total Liabilities and Fund Balance</b> | <b>\$ 716,238</b> | <b>\$ 567,169</b> |

### Statistics

|                     | 2010   | 2009   |
|---------------------|--------|--------|
| Admissions          | 13,017 | 13,301 |
| Days                | 63,579 | 62,947 |
| Deliveries          | 2,247  | 2,418  |
| Surgery Cases       | 4,380  | 4,369  |
| ER Visits           | 50,513 | 48,175 |
| Physicians on Staff | 481    | 471    |

### Expenditures

|                               | 2010       |
|-------------------------------|------------|
| Salaries and Benefits         | \$ 238,372 |
| Property, Plant and Equipment | \$ 81,068  |
| Supplies                      | \$ 51,761  |
| Purchased Services            | \$ 66,959  |
| Other                         | \$ 10,808  |



## 2009 — 2010 FINANCIAL STATEMENT

Fiscal year ending June 30, 2010

Dollar amounts represent thousands

| <b>Income Statement</b>                                  | <b>2010</b>      | <b>2009</b>      |
|--|------------------|------------------|
| Net Patient Service Revenue                              | \$ 413,469       | \$ 372,259       |
| Other Revenue  | 14,099           | 10,542           |
| <b>Total Operating Revenue</b>                           | <b>427,568</b>   | <b>382,801</b>   |
| Salaries and Benefits                                    | 238,372          | 211,310          |
| Other Expenses   | 148,018          | 139,487          |
| <b>Total Operating Expenses</b>                          | <b>386,390</b>   | <b>350,797</b>   |
| Operating Income   | 41,178           | 32,004           |
| <b>Non-operating Revenues and Expenses</b>               |                  |                  |
| Investment Income  | 7,575            | 6,440            |
| Interest Expense   | (3,047)          | (3,754)          |
| Other  | 293              | (805)            |
| <b>Total Operating and Non-operating Income — FASB*</b>  | <b>45,999</b>    | <b>33,885</b>    |
| Unrealized Gain/(loss) on Investments                    | 7,241            | 696              |
| Property Tax Revenue                                     | 3,785            | 8,912            |
| <b>Total Operating and Non-operating Income — GASB**</b> | <b>\$ 57,025</b> | <b>\$ 43,493</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 provided more than \$42 million in health care to the community's medically indigent population, \$3 million for community education and other expenses, and an additional \$75 million for the uncompensated cost of care for Medicare patients and bad debt.

\* Financial Accounting Standards Board

\*\* Governmental Accounting Standards Board

## CREDITS

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

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Washington Hospital Healthcare System  
2000 Mowry Avenue, Fremont, CA 94538-1716  
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**This report has been published as a service to District residents  
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Green-e – Program certifies and verifies renewable energy and companies that use renewable energy

*Thank you to all who are featured in this report.*

# CALENDAR YEAR 2012

**JANUARY**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
| 1   | 2   | 3    | 4   | 5  | 6   | 7   |
| 8   | 9   | 10   | 11  | 12 | 13  | 14  |
| 15  | 16  | 17   | 18  | 19 | 20  | 21  |
| 22  | 23  | 24   | 25  | 26 | 27  | 28  |
| 29  | 30  | 31   |     |    |     |     |

**FEBRUARY**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     |      | 1   | 2  | 3   | 4   |
| 5   | 6   | 7    | 8   | 9  | 10  | 11  |
| 12  | 13  | 14   | 15  | 16 | 17  | 18  |
| 19  | 20  | 21   | 22  | 23 | 24  | 25  |
| 26  | 27  | 28   | 29  |    |     |     |

**MARCH**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     |      |     | 1  | 2   | 3   |
| 4   | 5   | 6    | 7   | 8  | 9   | 10  |
| 11  | 12  | 13   | 14  | 15 | 16  | 17  |
| 18  | 19  | 20   | 21  | 22 | 23  | 24  |
| 25  | 26  | 27   | 28  | 29 | 30  | 31  |

**APRIL**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
| 1   | 2   | 3    | 4   | 5  | 6   | 7   |
| 8   | 9   | 10   | 11  | 12 | 13  | 14  |
| 15  | 16  | 17   | 18  | 19 | 20  | 21  |
| 22  | 23  | 24   | 25  | 26 | 27  | 28  |
| 29  | 30  |      |     |    |     |     |

**MAY**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     | 1    | 2   | 3  | 4   | 5   |
| 6   | 7   | 8    | 9   | 10 | 11  | 12  |
| 13  | 14  | 15   | 16  | 17 | 18  | 19  |
| 20  | 21  | 22   | 23  | 24 | 25  | 26  |
| 27  | 28  | 29   | 30  | 31 |     |     |

**JUNE**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     |      |     |    | 1   | 2   |
| 3   | 4   | 5    | 6   | 7  | 8   | 9   |
| 10  | 11  | 12   | 13  | 14 | 15  | 16  |
| 17  | 18  | 19   | 20  | 21 | 22  | 23  |
| 24  | 25  | 26   | 27  | 28 | 29  | 30  |

**JULY**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
| 1   | 2   | 3    | 4   | 5  | 6   | 7   |
| 8   | 9   | 10   | 11  | 12 | 13  | 14  |
| 15  | 16  | 17   | 18  | 19 | 20  | 21  |
| 22  | 23  | 24   | 25  | 26 | 27  | 28  |
| 29  | 30  | 31   |     |    |     |     |

**AUGUST**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     |      | 1   | 2  | 3   | 4   |
| 5   | 6   | 7    | 8   | 9  | 10  | 11  |
| 12  | 13  | 14   | 15  | 16 | 17  | 18  |
| 19  | 20  | 21   | 22  | 23 | 24  | 25  |
| 26  | 27  | 28   | 29  | 30 | 31  |     |

**SEPTEMBER**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     |      |     |    |     | 1   |
| 2   | 3   | 4    | 5   | 6  | 7   | 8   |
| 9   | 10  | 11   | 12  | 13 | 14  | 15  |
| 16  | 17  | 18   | 19  | 20 | 21  | 22  |
| 23  | 24  | 25   | 26  | 27 | 28  | 29  |
| 30  |     |      |     |    |     |     |

**OCTOBER**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     | 1   | 2    | 3   | 4  | 5   | 6   |
| 7   | 8   | 9    | 10  | 11 | 12  | 13  |
| 14  | 15  | 16   | 17  | 18 | 19  | 20  |
| 21  | 22  | 23   | 24  | 25 | 26  | 27  |
| 28  | 29  | 30   | 31  |    |     |     |

**NOVEMBER**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     |      |     | 1  | 2   | 3   |
| 4   | 5   | 6    | 7   | 8  | 9   | 10  |
| 11  | 12  | 13   | 14  | 15 | 16  | 17  |
| 18  | 19  | 20   | 21  | 22 | 23  | 24  |
| 25  | 26  | 27   | 28  | 29 | 30  |     |

**DECEMBER**

| Sun | Mon | Tues | Wed | Th | Fri | Sat |
|-----|-----|------|-----|----|-----|-----|
|     |     |      |     |    |     | 1   |
| 2   | 3   | 4    | 5   | 6  | 7   | 8   |
| 9   | 10  | 11   | 12  | 13 | 14  | 15  |
| 16  | 17  | 18   | 19  | 20 | 21  | 22  |
| 23  | 24  | 25   | 26  | 27 | 28  | 29  |
| 30  | 31  |      |     |    |     |     |

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