

Winter 2021

Washington Hospital Healthcare System

# Health Signs



2020-2021 ANNUAL REPORT EDITION



## Nursing Excellence!

How multidisciplinary teams helped earn a third consecutive Magnet designation for nursing care.

# Awards and Recognition

## Joint Commission Accreditation

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



## Magnet® Status by the American Nurses Credentialing Center

Washington Hospital has been honored with Magnet Status for the third time in a row by the American Nurses Credentialing Center for superior patient care, nursing excellence, and innovations in professional nursing practice. Magnet Status designation is for a four-year period with the first one in 2011.



## America's 50 Best Hospitals for Surgical Care

Washington Hospital was named one of Healthgrades America's 50 Best Hospitals for Surgical Care for 2022 and also received a 2022 Surgical Care Excellence Award.



## America's 100 Best Hospitals for Orthopedic Surgery

Washington Hospital was named one of Healthgrades America's 100 Best Hospitals for Orthopedic Surgery for five years in a row (2018–2022). Washington Hospital is the only Bay Area hospital to be named one of Healthgrades America's 100 Best Hospitals for Joint Replacement for 11 years in a row, since 2012. Also for 2022, the Hospital received Five-Star Distinction in Total Knee Replacement (2007–2022), Total Hip Replacement (2004–2022), Hip Fracture Treatment, and Back Surgery. Washington Hospital has received the Joint Replacement Excellence Award for 16 consecutive years as well as the Orthopedic Surgery Excellence Award the past nine years.



## Get with the Guidelines Gold Plus Achievement Award for Stroke

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



## MISSION

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

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

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

## VISION

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

Resolved by the Board of Directors  
Washington Township Health Care District  
April 22, 2020



Washington Township Health Care District

# From the Chief Executive Officer



**Kimberly Hartz**  
Chief Executive Officer  
Washington Hospital  
Healthcare System

COVID-19 came upon us quickly and stayed longer than we hoped. For people in this community and around the world, it brought change; fear; new ways of living, working and socializing; and for many, loss. Looking back on this “year of the pandemic” at Washington Hospital Healthcare System (WHHS), I will remember the epic challenges that ultimately sharpened our focus and unified us.

In the face of a global pandemic our staff and physicians rolled up their sleeves, banded together and met daily obstacles with creativity, bravery and resolve. This Healthcare System not only fulfilled its mission of safely providing high-quality, patient-focused health care — it also achieved remarkable goals and continued forging critical future plans.

Calendar year 2021 began with the launch of our COVID-19 vaccination campaign, which resulted in more than 75,000 vaccines administered (at time of printing). We offered the vaccine to anyone who lives or works in the community. Our vaccination clinic continues to run smoothly and we are grateful to Alameda County for being in the top 10 counties in the state for the highest vaccination rate.

During it all, staff and physicians rallied to host surveyors from two national health care assessors. We received our third Magnet® designation for quality patient care, nursing excellence and innovation in professional nursing practice. Achieving Magnet status is the highest honor awarded and is recognized as the “gold standard” of nursing excellence.

I am also pleased to report that we received another three-year Joint Commission accreditation. WHHS did not merely “pass” these rigorous evaluations. Our COVID response as well as safety and patient care protocols received top marks and glowing reviews. I am incredibly proud of this Hospital’s performance.

Everyone here remains thankful to the residents of Washington Township Health Care District who passed Measure XX to allow essential campus improvements and expansion. We are also moving forward on the Warm Springs Outpatient Center slated to bring primary and specialty care to the burgeoning Warm Springs area in 2023.

We continue to nurture our strategic alliance with UCSF Health, in addition to focusing on our premier specialty services including cardiac care, cancer services, maternal child health, orthopedics, neurosciences, and other high-quality advanced medical services. You can read on page 11 about the exciting transcatheter aortic valve replacement (TAVR) procedure that we recently implemented at Washington Hospital.

Health care is about people — those who selflessly and heroically deliver it in the face of adversity and those who show steadfast support for their local Hospital in return for the highest level of compassionate clinical care. I thank everyone for their patience and faith during these unprecedented times. I assure you we remain committed to fulfilling this community’s health care needs now and into the future, which is always driven by our Patient First Ethic.

A handwritten signature in black ink that reads "Kimberly Hartz". The signature is fluid and cursive, with a long horizontal stroke at the end.

# From the Chief of Staff



**Shakir A. Hyder, MD**  
Chief of Staff, 2021 - 2023  
Washington Hospital  
Medical Staff

I am honored to assume the role of Chief of Staff at a time when the Healthcare System continues to successfully serve our community, while fighting the most daunting medical crisis in our history. We are building upon recent wins achieved as a unified team to further strengthen relationships between the medical staff, administration, and groups across every area of the Hospital.

In December of 2020 we launched a long-planned UCSF Fellows accredited rotation program. UCSF post graduate physicians are training with attending physicians in our Cardiothoracic Surgery, Perinatal and Pediatric Hospitalist programs. We are also restarting our Medical Explorers effort, which introduces young people to the medical world and formalizing another program whereby local high school students shadow a physician in their medical field of interest for a week.

We celebrate our outstanding nursing colleagues who stand united with us on the frontlines everyday and who led the effort to help us achieve the prestigious Magnet® designation for a third time. In addition, we achieved Joint Commission accreditation again, despite ongoing pandemic challenges. This is a testament to the caliber of professionals working at Washington Hospital. Together, we make a formidable team.

I am proud to say all medical staff working at Washington Hospital are fully vaccinated against COVID-19 and are receiving their booster shots when eligible. They follow the science and understand that vaccination is key to overcoming the pandemic. They have led the way for Hospital staff, patients and local residents.

As my predecessor and colleague Dr. Kilaru did before me, I urge members of this community to maintain your and your family's health care during the pandemic. The Hospital has been receiving patients with life-threatening conditions and illnesses that could have been mitigated had they kept current with checkups, medications and emergency visits when needed. Do not delay care if there are any changes in your health and please catch up on well-check appointments for yourself and loved ones.

While the road has been long and challenges have become the norm, the medical staff's focus has not and will not veer from our priority of high-quality clinical care delivered with a Patient First Ethic.

A handwritten signature in black ink, appearing to read 'Shakir A. Hyder'.

# From the Board of Directors

The time period covered by this annual report represents one full year during which the Washington Hospital Healthcare System (WHHS) cared for the community while navigating the COVID-19 pandemic. From surges in cases and a rise in serious medical emergencies, to the prioritization of COVID vaccination, Hospital staff and physicians performed courageously. In turn, our community showed its support through donations of personal protective equipment when supplies were hard to find. You also followed public health orders, masked, practiced social distancing, and kept children home for distance learning. Through it all, our Healthcare System's focus remained the same — to ensure safe, high-quality health care for all District residents.

As soon as a COVID vaccine was on the horizon, we knew that high vaccination rates locally would help protect the overall health of our community. Our plan to vaccinate all eligible residents, regardless of where they receive medical care, has been successful. With vaccination rates still growing, we are hopeful that there is an end in sight for this pandemic.

On another front, work is underway at the Warm Springs Outpatient Center in the Warm Springs District, slated to bring primary and specialty health care to the area in 2023. An existing building purchased jointly by Washington Hospital and UCSF Health will provide an easily accessible, central location near the BART station. This will be the first health care facility to open in this area of Fremont where 4,000 new homes are being built and 20,000 new jobs are planned.

In November of 2020 District residents voted to pass Measure XX, which will enable the Healthcare System to satisfy unfunded state mandates for Hospital seismic compliance by the 2030 deadline. It will fund phase 3 of the Healthcare System's Facility Master Plan, which entails construction of a new seismically safe patient tower and completion of undeveloped space in the Morris Hyman Critical Care Pavilion. There will be new operating rooms; a diagnostic imaging department; catheterization lab; birthing center; neonatal intensive care; pediatrics; medical and surgical nursing units; and other support services.

In early 2020, our Radiation Oncology Center (ROC), which is part of our affiliation with UCSF Health, reopened after a major renovation, including the addition of a state-of-the-art linear accelerator. It represents the latest in radiation therapy technology, targeting cancerous tumors with improved precision and speed. We will continue to approve the purchase of tools and technology necessary to deliver the best possible therapies and care.

This Board works closely with Hospital leadership, carefully following performance and considering recommendations to provide guidance for the good of the District. But, what ultimately drives the success of the Healthcare System is unwavering community support. For this, we remain grateful and optimistic about the future of health care in the Tri-City Area.



## Washington Township Health Care District

### Board of Directors

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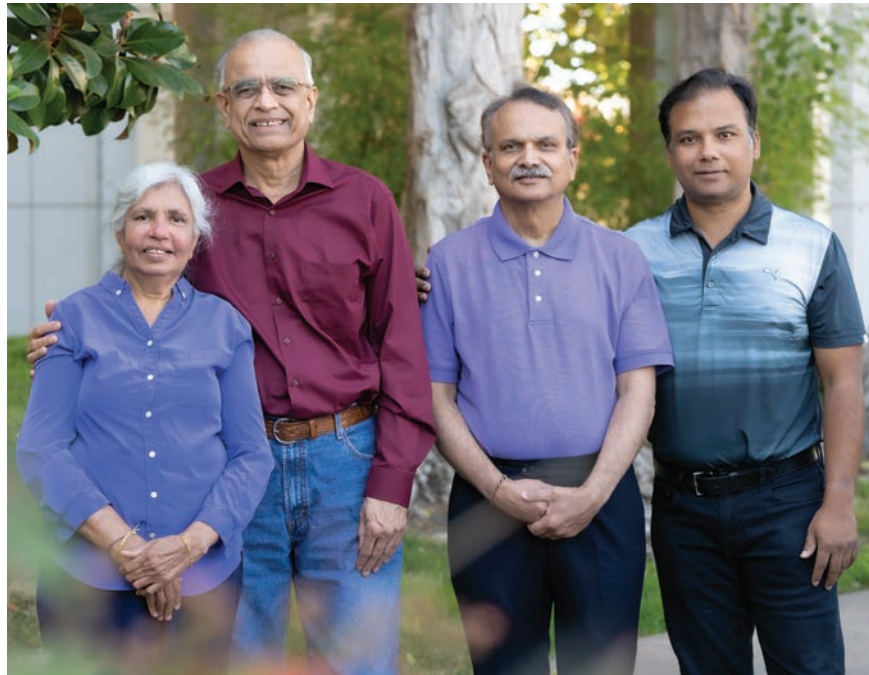
# The Hospital and Community Team Up to Get Vaccinated Against COVID-19

It is said that every challenge is an opportunity to succeed. When Washington Hospital Healthcare System (WHHS) was tasked with vaccinating our community against COVID-19, obstacles came early and often. With the goal in sight of reaching herd immunity and ending this pandemic, staff and physicians from every corner of the Healthcare System stepped up to get the job done while our community answered the call and rolled up their sleeves to get vaccinated.

“Vaccinating the entire community quickly was not something we had done before, so there was no playbook for it. But everyone knew it was important and was committed to a safe, efficient vaccination process that was flexible to constantly shifting conditions,” says Michelle Hudson, Washington Township Medical Foundation senior director of operations and administrative services, who oversees vaccination efforts.

With ever changing eligibility guidelines, vaccine availability, staffing needs, fluctuating numbers of eligible people showing up and countless other factors, the process was a massive undertaking. The Hospital responded by mobilizing a vaccine taskforce that followed LEAN quality principles and worked 24/7 to successfully hold walk-in and drive-up vaccine clinics on-site and at local schools and businesses.

The results are in the numbers. By November 2021, Washington Hospital had administered more than 75,000 vaccines — with the number growing. Fremont, Newark and Union City resident vaccination rates are between 79 to 83%, which is outstanding compared to 56% nationally. Community members who have not been vaccinated or are eligible for the booster, can schedule appointments by calling 510.248.8200 during business hours.



Kaushal Kashyap (far right) came to our vaccination clinic with (from left) his future parents-in-law Rashmi and Harshvadan Jani and his step-father Ravi Janak. Getting vaccinated against COVID-19 was important for Kaushal to protect himself and his family, especially his fiancé, a breast cancer survivor who was treated at Washington Hospital this year.

## OVERHEARD AT THE JUNE BOARD MEETING

Here is a sampling of positive reactions that followed a presentation about our vaccine clinics at the June 2021 Washington Township Health Care District Board of Directors meeting:

- Our vaccination clinics represent the best, highest level of service and care this District Hospital can deliver to its community. — *Jacob Eapen, MD, Board Treasurer*
- There’s a feeling of appreciation in the community. I spoke to a 92-year-old who was thrilled the Hospital reached out to schedule his vaccination. And my friend is a recovering cancer patient who couldn’t get an appointment with her provider, so she called Washington Hospital and had a great experience here. — *Michael Wallace, Board Secretary*
- Our vaccine clinics were a collaborative team effort that demonstrate the power of everyone coming together to meet a goal. I feel the clinics have truly made a difference for this community, which shows who we are as a Health Care System and District Hospital. — *Kimberly Hartz, Washington Hospital Healthcare System CEO*

# Welcoming Bundles of Joy During a Pandemic Year

Having a baby during a global pandemic can add to the long list of unknowns that typically surround a birth. Parents of the more than 1,350 babies born at Washington Hospital last year could take confidence in the exceptional comprehensive care delivered to them and their babies during this most uncertain time.

## BEFORE BABY

Leading up to a mother's due date, expectant parents can attend childbirth classes, prenatal yoga and exercise sessions, and a Birthing Center tour through our **Maternal Child Education Center**. Assistance and education continues after the birth with postpartum and breastfeeding support and equipment. As part of Washington Hospital's mission of promoting a healthy community, these free and low-cost offerings are available to all local residents, wherever they deliver their baby.

Our UCSF-affiliated **Washington Prenatal Diagnostic Center** provides advanced counseling, screening, and diagnostic testing for maternal or fetal disorders to help women and their partners make informed decisions. Our higher-risk patients can receive academic-level care for themselves and their babies without leaving Fremont.

## HERE COMES BABY

In our **Birthing Center**, mothers undergo labor, delivery and recovery supported by a loved one in one of our 22 large, private birthing suites. With help from nurses and lactation experts, babies stay in the suite 24/7 for the best possible family bonding and to prepare for life at home. Our Birthing Center is designated a Baby-Friendly Hospital which means we encourage and support skin-to-skin bonding and breastfeeding to give babies an optimal start in life.

The 11-bed **Washington Special Care Nursery**, staffed by top UCSF neonatologists and pediatric specialists, is the only level II neonatal intensive care unit (NICU) in the area. When necessary, the smallest, sickest babies are transferred to our affiliate UCSF Benioff Children's Hospital, which features one of the highest ranked NICUs in the U.S.



New mother Tisha Tinsley, shown with husband Frederick and daughter Genesis, had the option of delivering at Stanford, but chose Washington Hospital as it was closer to home. "Everyone was knowledgeable and compassionate, alleviating the concerns I had as a first-time mother having a baby during COVID," says Tisha. From induction to delivery to discharge, the Tinsley family stayed in one birthing suite during their stay. "Everyone was focused on safely accommodating our needs while respecting our privacy. We feel blessed and fortunate about our wonderful birthing experience at Washington Hospital."

# Tragedy to Triumph: A Local Woman's Story

**K**anan Jani, a 43-year-old Newark woman, has an extraordinary story to share with an inspirational, lifesaving message for all of us. When her beloved 39-year-old sister passed away in early 2020 just months after being diagnosed with a rare form of stage 4 breast cancer, Kanan was grief stricken. What she didn't know at the time is her own cancer journey, healing, and road to self-discovery was about to begin.



(From left) Breast Health Nurse Navigator Laura Constantine, RN, consulting breast cancer patient Kanan Jani on treatments and services available to her. Kanan calls Laura one of the superheroes on "Team Kanan."

On a Saturday in December of 2020, Kanan came to Washington Women's Center for her annual mammogram. The center's new state-of-the-art 3D mammography machine detected precancerous calcifications in her breast, and a follow-up MRI uncovered a 5-mm nodule with malignant cells. Kanan underwent genetic testing, which showed her cancer was unrelated to her sister's and thankfully it was discovered at an early stage. Following biopsies and MRI, Kanan had a mastectomy in April 2021 and reconstructive surgery in September 2021. Now, she is cancer free and excited about her future with her fiancé.

Kanan engaged in grief counseling and other physical and mental self-help therapies during her journey, which gave her a remarkably positive outlook. "My diagnosis was a blessing in disguise because I learned more in those eight months than I could have in 80 years," says Kanan, who thanks her

clinicians, family and friends, which she calls Team Kanan. "My message to everyone is practice self-love, which includes taking time for regular screenings; don't be afraid to tap into your network to find the abundance of support available; if you have a gut feeling about something, act on it; and practice gratitude."

## TIMING

The goal of regular screening is to identify cancer as early as possible so there are more treatment options and a better chance for survival. Women whose breast cancer is detected at an early stage have a 93 percent or higher survival rate in the first five years. Nearly three out of four breast cancer cases at Washington Hospital in 2020 were found at an early stage (stages 0-I). In Kanan's case it was detected early and she did not have to undergo chemotherapy or radiation.



The time it takes to start treatment after diagnosis is also important. During 2020 at Washington Hospital, the average time from diagnostic mammogram to diagnosis was seven days compared to 14 at other hospitals nationally based on data from the American College of Surgeons Commission on Cancer. “After my mammogram and again following the MRI, less than 24 hours passed before I was brought in for biopsies,” recalls Kanan. “It was amazing how fast things happened.”

### TECHNOLOGY

Since February 2020 the Washington Women’s Center has been offering state-of-the-art 3D mammography, also called tomosynthesis. This advanced imaging allows radiologists to see signs of breast cancer earlier and reduces the number of callbacks to double check findings. 3D mammograms are better at finding breast cancers that otherwise would have been hidden, especially

invasive cancers, which are more likely to spread and be lethal. This means better, earlier detection and more lives saved.

### TREATMENTS

Cancer patients who require radiation therapy come to our UCSF affiliated Washington Radiation Oncology Center which recently underwent a major renovation including the addition of the latest Varian linear accelerator. Those needing chemotherapy visit our patient-centered Sandy Amos, RN, Infusion Center. Our leading UCSF oncology physicians use precision medicine which considers genetic analysis, medical history, and lifestyle to determine the most effective drug therapies to combat each patient’s cancer. When surgery is required, it is done on-site by top surgeons. All these advanced cancer treatments are available in Fremont, close to home and family support.



During her cancer journey, Kanan learned to be grateful for everything in life, including her passion for photography and love of the outdoors. Here is a sampling of her stunning nature photos.



# Washington Hospital Launches UCSF Fellowship Program

The University of California, San Francisco (UCSF) has a long-standing reputation for producing some of the world's finest doctors and surgeons. Washington Hospital Healthcare System (WHHS) is proud to join their tradition of excellence in advanced physician training with our new accredited UCSF Fellowship Program.

“Everyone on the medical staff is truly excited about our long-awaited UCSF Fellowship Program,”

says WHHS Chief Medical Officer Jeffrey Stuart, MD. “It strengthens our relationship with UCSF, provides the fellows with valuable specialized training in a community hospital setting, and our patients receive care from our experienced physicians who are working alongside the best and brightest next generation of physicians.”

Fellows are physicians who have already completed a three-to-seven-year medical or surgical residency in their chosen area of specialization and are pursuing further training in their field for board certifications or to become an academic. To date, Washington Hospital has hosted fellows in Pediatrics, Maternal Child Health, and Cardiothoracic Surgery and plans to expand the program to other areas of the Hospital.

Our first fellow was Ramon Riojas, MD, PhD, who began a 3-month rotation on December 1, 2020,



(Center) Ramon Riojas, MD, PhD, was the first ever UCSF Fellow on rotation at Washington Hospital. Here, he is performing a surgery with attending UCSF Cardiothoracic Surgeons (left) Teng Lee, MD, and (right) Ramin Beygui, MD.

with our Medical Director of Cardiothoracic Surgery Ramin Beygui, MD, and his colleague Teng Lee, MD, who are both members of the UCSF surgical faculty. Dr. Riojas was a second-year fellow and Lt. Colonel in the U.S. Airforce with considerable surgical experience. While at WHHS, he participated in preoperative consultations, postoperative care, and performed surgeries under direct supervision of the attending UCSF Health surgeons.

Our UCSF Fellowship Program is approved by the Accreditation Council for Graduate Medical Education (ACGME). “Being affiliated with UCSF’s exceptional surgical training through a national accrediting body is recognition of Washington Hospital’s high-quality cardiothoracic surgery program,” says Dr. Beygui. “It shows that we have the same level of care on a local level that is usually only available from prestigious academic medical centers.”

# TAVR Gives Aortic Stenosis Patients a New Lease on Life



Renowned UCSF surgeon Ramin Beygui, MD, is Washington Hospital's Director of Cardiothoracic Surgery and a professor of surgery at UCSF.

TAVR is revolutionary because the new valve is inserted via the femoral artery through a small cut in the groin area instead of traditional open-heart surgery. TAVR patients generally recover quicker and experience less pain, blood loss, and chance of infection or other complications. The procedure usually takes less than two hours and most patients feel immediate relief. They can leave the Hospital in the next day or two instead of spending several days in a critical care unit.

Minimally invasive heart valve replacement has historically been done only at large academic medical centers for patients considered too risky for open-heart surgery. But recently the FDA deemed the procedure safe for others with aortic stenosis and approved it for community hospitals. Thanks to our partnership with UCSF Health, transcatheter aortic valve replacement (TAVR), is now performed by a multidisciplinary team of UCSF Health cardiothoracic surgeons and cardiologists at Washington Hospital.

TAVR is for those with aortic stenosis or narrowing of the valve caused by calcium buildup that obstructs the flow of oxygenated blood from the heart to the rest of the body. Symptoms include heart murmur and activity-induced chest pain, fatigue, shortness of breath, and fainting. Untreated, it can lead to heart failure and sudden cardiac death.

Cardiothoracic Surgeons Ramin Beygui, MD, and Teng Chun Lee, MD, of our world-class UCSF Health affiliated Cardiothoracic Surgery Program have performed hundreds of TAVR procedures at UCSF and were excited to bring it to Washington Hospital in 2021. In the calendar year of 2021, more than 20 TAVR procedures were done here with a 100% survival rate.

“While TAVR was once limited to older, high-risk patients who could not withstand open-heart surgery, it is now becoming the standard of care for patients of all ages and risk levels,” says Dr. Beygui. “Adding TAVR to Washington Hospital’s comprehensive program of surgical and minimally invasive cardiac procedures allows us to increase quality of life and save the lives of more patients who have been suffering from aortic stenosis and other debilitating conditions.”

# Third Phase of Facility Master Plan Underway


Washington Township Health Care District residents approved Measure XX in November 2020, which will help fund phase 3 of Washington Hospital Healthcare System’s (WHHS) Facility Master Plan. We are grateful to the District for once again showing its steadfast support of the Hospital, especially during these uncertain times brought on by the pandemic.

“Designs are underway for the final phase of improvements and construction necessary for the Hospital to meet California seismic mandates by the 2030 deadline as well as ensure ample, modern facilities to serve our growing community long into the future,” confirms Sr. VP and Chief Operating Officer Ed Fayen. This will entail build-out of unfinished shell space in the Morris Hyman Critical Care Pavilion and construction of a new 200,000-square-foot building next door.

Primary surgical operations and services currently located in the Main Hospital patient tower (which will not meet 2030 seismic standards) will be moved into unfinished areas of the Pavilion and a new building. State-of-the-art operating rooms (ORs) and hybrid ORs will be on the Pavilion’s first floor. A new Pharmacy, Radiology Department, and Sterile Processing Department will be in the basement. Currently in schematic design, construction for the Pavilion infill projects will begin in 2023. Design for the new building began in mid-2021.

## PLANS FOR THE ORIGINAL HOSPITAL TOWER

The six-story patient tower, which is currently our Main Hospital building, will continue to house administrative offices as well as subacute and inpatient rehabilitation services. Designs are being drawn up for an Acute Inpatient Rehabilitation Center that will fill a critical gap in care within the District as soon as 2023. Here, intensive specialized rehab will benefit patients dealing with stroke, limb



“The upcoming Warm Springs Outpatient Center demonstrates our commitment to providing a full range of quality health care services where our community needs us most, near their homes and workplaces. Together with UCSF Health, we look forward to serving this burgeoning Warm Springs community and helping local employers maintain a safe, healthy workforce.”

— Washington Hospital Healthcare System CEO Kimberly Hartz

amputation, major neurological diagnoses, and other complex medical conditions. Individualized treatments and care will help patients optimize function and achieve the highest possible quality of life. New endoscopy suites are also slated to debut in 2022.

## WARM SPRINGS OUTPATIENT HEALTH CARE SERVICES PLANNED WITH UCSF

WHHS and UCSF Health joined forces to open a new outpatient health care space that will bring



(From left) Senior Vice President and Chief Operating Officer Ed Fyen and Chief of Facilities Services Robert Alfieri discuss plans for the build-out of space in the Morris Hyman Critical Care Pavilion.

primary, specialty, and ancillary health care services to people and businesses in the heart of Fremont's Warm Springs Innovation District beginning in 2023.

In late 2019, WHHS and UCSF Health jointly purchased a building located across the street from the Warm Springs BART station, central to where 4,000 new homes are being built and 20,000 jobs are expected to be added. The 88,000-square-foot building on 5.2 acres was formerly a manufacturing site. Half of the space will be converted into our modern health care facility and the other half will be leased out.

The site will be developed in two main phases. Phase one will launch a full range of primary and specialty care for residents of all ages. Ancillary services will include a pharmacy and imaging center. Urgent care will be provided as well as employer health care services. The design, permitting process, and construction of this first phase is expected to be completed by spring 2023. Phase two entails addition of an ambulatory surgery center; physical, occupational, and speech therapy; and more imaging services. This final phase is slated to be done by the end of 2024.

# Emergency Department Shines During COVID-19

It is said the Emergency Department (ED) is the nucleus of a hospital because of the lifesaving work done within its walls, and the fact that 70% of national hospital admissions begin there. But what happens when pandemic strikes and everything changes overnight? In Washington Hospital's ED our expert team, state-of-the-art facility, and pandemic preparedness delivered as planned.

## THE PEOPLE

Washington Hospital is known for its skilled, caring clinicians and our ED represents us

well. All emergency physicians are board certified; several nurses specialize in emergency medicine; and all are advanced cardiac life support (ACLS) and pediatric advanced life support (PALS) certified. According to ED Medical Director and Section Chair Kadeer Halimi, DO, "The skill, specialized training, and ongoing education of our staff elevates our ED to another level in the Bay Area and the country."

## THE FACILITY

The Morris Hyman Critical Care Pavilion features a spacious, modern ED and it opened in late 2018 just

in time for the unforeseen public health crisis that started in early 2020. Equipped with advanced medical devices and technology, the ED features 39 private rooms, with the entire department operating with negative air pressure and individual ED rooms with their own negative air pressure — all necessary to manage an airborne virus such as COVID-19. Our previous ED, with shared exam rooms in tight spaces separated by curtains and half the capacity of the new ED, would not have sufficed.

## THE PLAN

Before COVID, the Hospital and the ED had pandemic action plans in place based on previous responses to SARS, H1N1 and Ebola.

When the novel coronavirus arrived at our door, a Hospital-wide COVID-19 Command Center held two-hour meetings seven days a week to strategize how surges would be handled safely. When medical supply chains broke, adequate personal protective equipment (PPE) was sourced and donated by the community. With swiftly changing public health guidelines came new Hospital protocols. For example, when family members accompanying patients were restricted from the ED, staff used iPads to keep them up to date.

To safely manage huge surges of people with coronavirus symptoms, the Rapid Screening and Testing Unit (RSTU) was set up outside in the parking lot. From March to December 2020, nearly 16,000 patients were seen. "Launching the RSTU was a collaborative interdepartmental effort requiring resourcefulness and resolve across the Hospital," recalls Assistant Chief Nursing Officer Brenda Brennan, MS, RN, CNS, CEN. "Even on extremely hot or cold days, our ED nurses volunteered to don full PPE and care for patients with COVID symptoms. They were dedicated, prepared and unafraid."



Kadeer Halimi, DO, Emergency Department Medical Director and Section Chair, examines a patient in one of the private rooms of our state-of-the-art ED.

## DID YOU KNOW?

### Interesting facts about Washington Hospital's Emergency Department (ED):

- Our ED was rated higher overall than other national hospitals for patient experience; likelihood to recommend; ED doctors' concern for comfort; and ED nurses keeping patients informed (source: Press Ganey, 2020).
- During the coronavirus outbreak, ED clinicians aided nearby companies with exposure protocols and instructed local skilled nursing facilities' staff on proper PPE and COVID test procedures.
- Our ED's patient time from arrival to departure outperformed the national benchmark by 30-57 minutes across all four quarters in 2020.
- In addition to treating illness and injuries, the ED has comprehensive behavioral health and domestic violence programs as well as a Sexual Assault Response Team.
- Washington Hospital is the Designated Receiving Center for both STEMI/Cardiac Arrest and Stroke in Southern Alameda County.
- ED utilization stats from before and during the pandemic suggest people avoided necessary medical care during the crisis. Non-COVID related ED visits were 18% lower in 2020 than 2019. Also, ED patients have since come in sicker (3% higher acuity rate with some days as high as 30-44%).  
**Do not delay your health care. If you or a family member is ill, call your doctor or 911, or go to the ED.**



**Larry LaBossiere, MSN, MBA, RN, CEN, CNS**  
Vice President of Patient Care Services and Chief Nursing Officer

When I stepped into this role in July of 2021 and Stephanie Williams passed the baton to me, my first impressions about the nursing team here were extraordinarily positive. It was clear this is a well-led and respected organization of nurses committed to top notch clinical expertise and professional practice.

During one of my first meetings with Stephanie, a call came from the American Nurses Association announcing that Washington Hospital had earned Magnet® designation for a third time. Maintaining this distinction for a decade is no small feat, but to undergo the rigorous survey process during a pandemic and come out with high marks and praise from the accrediting body is remarkable.

The Magnet model ensures frontline nurses have a voice in clinical decision making and it is encouraging to see the high level of involvement from unit-based councils. I am committed to keeping lines of communication open by continuing the tradition of regular rounding, being visible and transparent with nurses, welcoming feedback and closing the loop on all issues brought forward.

I have worked in military hospitals, for-profit health care systems, and community hospitals around the world. What stands out here is the commitment to ongoing nursing education and specialty certifications. More than 85% of Washington Hospital's direct care nurses have a Bachelor of Science in Nursing which far exceeds national benchmarks. Also, this team of nurses exudes a level of warmth, empathy and kindness that is rare but invaluable in medicine today.

One goal we are focused on is building upon an already established culture of safety. The administration and nurse leaders have done a phenomenal job ensuring clinical staff has the necessary personal protective equipment and follow strict protocols to keep themselves and patients safe during the pandemic. We will continue strengthening workplace safety procedures on every level, from a newly revised nurse orientation program to evaluating and solidifying nursing fundamentals on all shifts.

Turnover is low here and our experienced nurse leaders take pride in mentoring new nurses. We will continue developing the pipeline, welcoming new graduates. I am confident we provide a solid path for them to become innovative, compassionate nurses that Washington Hospital is known for.

I am grateful for the warm welcome I received from everyone here. The level of support and collaboration between the board of directors, administration, physicians, nurses, and all the excellent supporting services and staff here is clear and present.

We are committed to providing this community with outstanding clinical care in a safe, caring way and endeavor to provide the best possible patient and family experience across every Washington Hospital unit and department.



# Critical Care collaboration to reduce hospital-acquired pressure injuries

Washington Hospital prioritizes safe patient care with a focus on prevention and reduction of hospital-acquired conditions. One of these is hospital-acquired pressure injuries (HAPI). The COVID pandemic proved to be exceptionally challenging for patient management in the intensive care units (ICU). Despite prevention strategies, HAPIs continued to occur especially in critical care due to clinical factors that put patients at higher risk. Hospitals across the country saw an increase in HAPIs during this time.

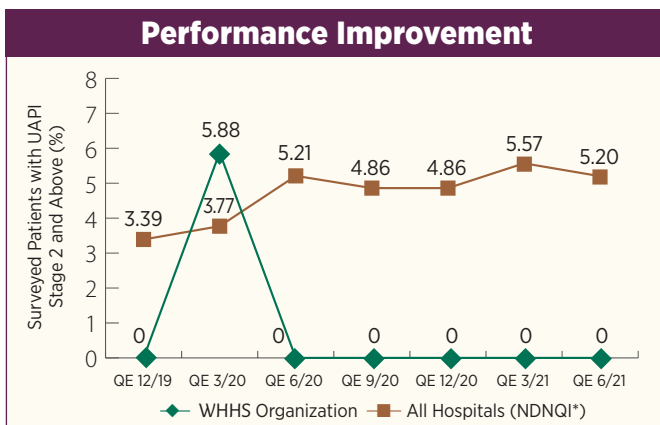
HAPI rates are considered an indicator of the effectiveness of nursing interventions. Washington Hospital regularly monitors HAPI rates and in early 2020, Erin Brooks, ADN, CCRN, NIH, in collaboration with the critical care unit-based council and intensivists, identified that the incidence of HAPIs had exceeded the benchmark. They set a goal to decrease the rate to zero over the ensuing months. The National Database of Nursing Quality Indicators (NDNQI) had established a benchmark goal of less than four HAPIs over one quarter.



(From left) Matthew Lamkey, BSN, RN, CCRN, and Joyce Doering, BSN, RN, CCRN, documenting the skin conditions of a critical care patient.

With nursing leadership support, Erin collaborated with the unit-based council focused on specific measures that could decrease HAPI rates in their patients. Interventions included identification of baseline skin condition, daily huddles at the frontline board focused on patient skin issues, and improvement initiatives. Additionally, a new ICU HAPI prevention bundle was developed along with an electronic tracking report to highlight patients at high risk. The ICU HAPI prevention bundle involved trialing and implementing a new bed overlay mattress, a new wound care formulary, timely referrals to the wound care team, and multidisciplinary coordination.

In order to successfully decrease pressure injuries in critically ill patients, it was vital to empower staff communication across disciplines, including wound care, physical therapy, occupational therapy, physicians, nutrition services and pharmacy. Through leadership and team collaboration, they decreased HAPI among critically ill patients back down to zero.



Unit acquired pressure injuries stage 2 and above shot up to 5.88 because of clinical factors that put critical care patients at higher risk during the pandemic. With a coordinated effort, there were none reported for the following three quarters.

\*NDNQI = National Database of Nursing Quality Indicators



(Top row from left) William Cristobal, MSN, RN, CEN; Jesiebel Tran, RN, RN-BC; Yvonne Dobbenga-Rhodes, MS, RN, CNS, RNC-OB, RNC-NIC, CNS-BC, CPN; Noor Zareen, MSN, RN; Kui Kang, BSN, RN, RN-BC; Bing Bing Zhang, MSN, RN, NP, AGPCNP-BC, RN-BC, CMSRN, CNRN; Lindsey Thomsen, BSN, RN, RN-BC; Donna Burdusis, BSN, RN, ONC; Michelle Nandy, BSN, RN, CEN; Yanli Chang, BSN, RN, ONC; Lisa Villanueva, MSN, RN, CEN, (Bottom row from left) Carmen Hairapetian, BSN, RN, CEN; Erna Edejer-Lacebal, BSN, RN, CCRN; Ma Hilda Serafica, BSN, RN, RNC-NIC; Jacinta Holston-Paige, MSN, RN; Joane Manantan, MSN, RN; Roy Coloma, BSN, RN, RN-BC, VA-BC; Kathy Weinberg, MSN, RN, CNS, CCNS, CCRN; Betty Goodwin, MSN, RN, CNS, AGCNS-BC, CEN.

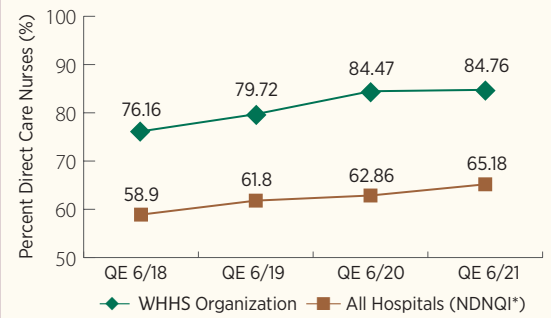
## Highly educated nursing workforce

As a Magnet-designated organization, Washington Hospital is proud of its highly educated and professional nursing workforce. Nurse leaders encourage and support nurses who want to pursue a Bachelor of Science in Nursing (BSN) degree, an advanced nursing degree, or professional certification(s).

Education and professional certification directly impact the working knowledge and competencies of nurses. Those with BSN degrees or higher are valued for their critical thinking skills, integration of evidence-based practices, and competency in delivering high-quality, patient-centered care. A professional certification validates a nurse's mastery of skills, knowledge and specialized ability to care for patients.

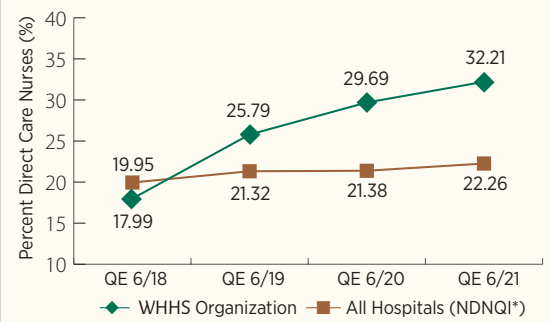
Washington Hospital outperforms other national hospitals with 85% of our nurses having earned a BSN or higher and 32% of nurses with specialty certifications. Our nurses choose to be lifelong learners, obtaining advanced degrees and specialty certifications so they can provide optimal patient outcomes.

**Washington Hospital Nurses with a BSN or Higher Academic Degree: FY 2021**



85% of our nurses who provide care directly to patients have a Bachelor of Science in Nursing or higher degree. We have outperformed the benchmark set by other national hospitals for more than four consecutive years.

**Washington Hospital Nurses with a Specialty Certification: FY 2021**



32% of our direct care nurses hold at least one specialty certification. For three consecutive years we have outperformed the national benchmark.

\*NDNQI = National Database of Nursing Quality Indicators

Dialysis Nurse Simi Nair, BSN, RN, CNN uses a chlorhexidine gluconate swab which has been shown to be a best practice in preventing central line-associated bloodstream infections (CLABSI) in patients. Use of these swabs has been approved for all other areas of the Hospital thanks to a new graduate who proposed the solution to lower CLABSI rates.



## RN New Graduate Program innovation: clinical problem-solving projects

Washington Hospital has a well-developed and respected RN New Graduate Program designed to prepare nurses through classroom and on-unit clinical experiences to provide high-quality patient care.

The most recent cohort of nine new graduates completed their transition program in June 2021. Our program was modified to include an inquiry project for the new grads to identify and propose a solution to an area of clinical interest. Projects were required to be relevant to Washington Hospital patients and aligned with organizational initiatives.

The new grads researched current evidence-based articles to develop clinical solutions. Projects included music therapy for pain distraction, interventions to promote quality sleep, chlorhexidine gluconate versus

alcohol swabs to prevent central line-associated bloodstream infections (CLABSI), the use of continuous video monitoring for patient safety and fall reduction, and strategies to improve accurate tracking of patients' fluid intake and output.

The projects were presented to our shared governance council as well as the Hospital's chief executive officer and chief nursing officer. The presentations received outstanding reviews for creativity and applicability to current clinical initiatives. The new grads are in the process of learning through experience to get approval for their projects and develop implementation plans.

These projects represent an innovative way to help new grads apply critical thinking and research skills to promote excellent patient safety and care.



(From left) Trainers: Betty Goodwin, MSN, RN, CNS, AGCNS-BC, CEN and Yvonne Dobbenga-Rhodes MS, RNC-OB, RNC-NIC, CNS, CNS-BC, CPN, Perinatal Clinical Nurse Specialist. Trainees: Florian Capitulo, BSN, RN; Lenora Zatarain, LVN; Cynthia Kirtland, BSN, RN, CCRN, CEN; Carmen Hairapetian, MSN, RN, CEN.

## Emergency Department and Birthing Center collaboration improves care for maternal patients

Washington Hospital fosters a collaborative and evidence-based nurse practice environment. Emergency Department (ED) and Birthing Center nurses work closely together to ensure excellent patient outcomes for a shared patient population. Each year in the U.S., approximately 700 women die as a result of pregnancy-related complications according to the Centers for Disease Control and Prevention. The leading complications, namely maternal hemorrhage and severe hypertension, make up 21.4% of all reported pregnancy-related deaths. Early detection can save lives.

The Joint Commission has implemented new standards aiming to improve the quality and safety of care provided to women during all pregnancy and postpartum stages. The clinical nurse specialists from the ED and Perinatal Services utilized evidence-

based tools endorsed by the American College of Obstetricians and Gynecologists; Association of Women's Health, Obstetric and Neonatal Nurses; and California Maternal Quality Care Collaborative.

These leaders worked with the multidisciplinary Code Blue Committee to develop an emergency response called Code OB, where team members from obstetrics, pediatrics, anesthesiology, laboratory, pharmacy, respiratory therapy, social work, and nursing respond to any maternal emergency. Population-specific education is provided to these specialties and supported by annual drills with a birthing simulation mannequin to identify system issues and offer opportunities for debriefing. The community can feel confident that Washington Hospital's nurses are well prepared to care for our maternal patients in any situation.

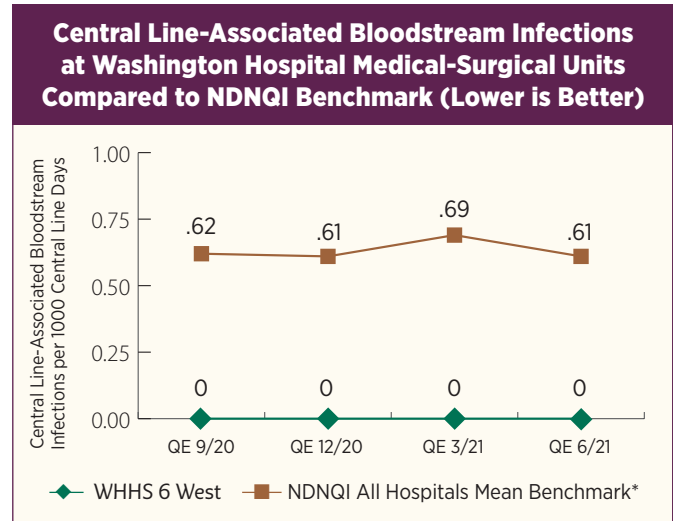
# Infection prevention through nurse-driven interventions

Registered nurses at Washington Hospital strive to provide the highest quality, patient-centered care possible. This includes reducing risk of infections related to urinary catheters and central lines. Preventing these device-associated infections requires continuous improvement strategies including staff education, results monitoring, and identifying opportunities to improve.

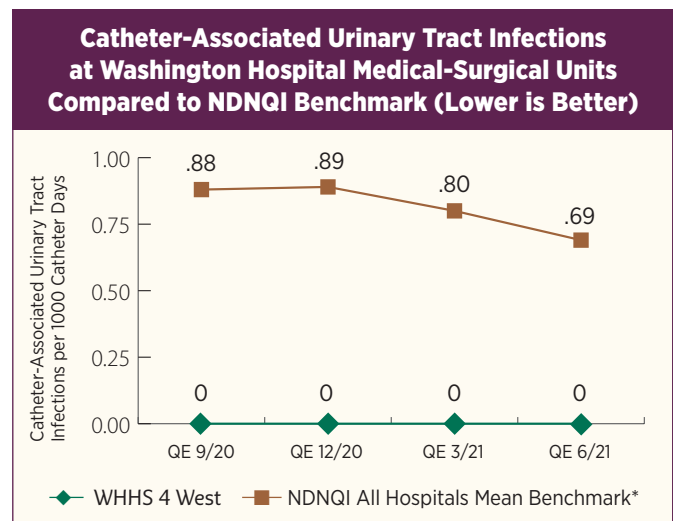
Collaboration with an interdisciplinary team including infection prevention experts, shared governance councils, and physicians has resulted in new protocols and “bundles” of interventions. Bundles to prevent central line-associated bloodstream infections (CLABSI) and catheter-associated urinary tract infections (CAUTI) include implementing a new external device to collect urine in place of an indwelling urinary catheter; training frontline nurses on correct cleaning techniques; and nurse-driven protocols to remove catheters when they are no longer clinically indicated.

Nurse managers and unit-based nurse champions monitor the process daily. The effectiveness of the interventions is reflected in results reported to the Nursing Database of Nursing Quality Indicators (NDNQI) for comparison with other national hospitals.

Due to these efforts, Medical-Surgical Units 6 West and 4 West have outperformed the NDNQI benchmark for four successive quarters with zero infections.



There were no central-line associated bloodstream infections on our Medical-Surgical 6 West Unit during FY21 which far exceeds the national benchmark.



Not one patient on our Medical-Surgical 4 West Unit acquired a catheter-associated urinary tract infection during FY21 which is an outstanding result.

\*NDNQI = National Database of Nursing Quality Indicators

(From left) Tejinder Kaur, BSN, RN, RN-BC; Tina Crawford, BSN, RN; and Stephanie Kyle, BSN, RN meet virtually with Magnet appraisers to report on safety and patient-focused protocols. Washington Hospital was awarded its third Magnet redesignation after this rigorous three-day appraisal process.



## Magnet® designation site visit goes virtual

Washington Hospital has held a Magnet designation since 2011. Every four years we are required to submit a redesignation document and if approved, a site visit is scheduled to clarify, verify and amplify the information provided. In 2021, due to the pandemic, Magnet appraisers requested a three-day virtual visit in lieu of the typical on-site visit. Due to the sheer number of meetings that needed to take place simultaneously, this was a major logistical and technical challenge.

With an all-hands-on-deck approach and collaboration between nursing, shared governance councils, administration, and many other departments, employees across the organization stepped up to ensure the virtual meetings were successful:

- Information Services equipped nurses with the computers and staff to hold the meetings without any glitches. This included the use of workstations on wheels (WOWs) with video and audio capabilities plus the technology needed to hold meetings in large spaces.
- Nutrition Services served nurses a meal before or after meeting with Magnet appraisers.
- Environmental Services made sure all meeting spaces were clean and ready.
- Infection Prevention monitored PPE usage and social distancing as the visit was held during the pandemic.

Magnet appraisers met virtually with nurses from every inpatient unit, as well as the Emergency Department, Cath Lab, Surgical Services, Diabetes Education, Women’s Center, Infusion Center, Institute for Joint Research and Replacement, Short Stay and Wound Clinic. Frontline nurses designated as Magnet Champions virtually escorted the Magnet appraisers via a workstation on wheels to each unit and meeting place. They were also used to tour appraisers through units, discuss the clinical practice environment, observe quality improvement initiatives, and witness nurse-patient interactions. Appraisers also met with nurses and interprofessional team members from shared governance councils and interdisciplinary committees, during which clinical nurses discussed their accomplishments and future goals.

The Magnet appraisers reported how impressed they were with the level of decision making, autonomy, and engagement displayed by clinical nurses, nurse leaders and staff across the Healthcare System. Our rigorous efforts to facilitate a smooth virtual visit were greatly appreciated. Though we would have preferred the visit be in person, this was one more opportunity to celebrate the team collaboration that sets Washington Hospital apart as a Magnet organization.

## Our Nurses of the Year and DAISY Award recipients

Each year Washington Hospital recognizes nurses who go above and beyond to deliver skillful, compassionate, and exceptional nursing care. There are two forms of nurse recognition that Washington Hospital observes each year: Nurse of the Year and the DAISY Award.

Nurse of the Year is a prestigious award presented by the medical staff. The following nurses were awarded 2021 Nurses of the Year: **Merlene Nurse**, BSN, OCN, RN-BC, from Medical Oncology, **Sin Ting Chen**, BSN, RN, CNL, CMSRN, CNRN, RN-BC, from 6 West, **John Lazzaro**, BSN, RN, from Operating Room, and **Shiny George**, BSN, RN, CCRN, CNRN, from the Intensive Care Unit.

DAISY is an acronym for Diseases Attacking the Immune System. In 1999 the Barnes family created the DAISY Foundation in memory of J. Patrick Barnes to recognize the compassionate care he received from nurses during his illness. The DAISY Foundation expresses gratitude to nurses with programs that recognize them for the extraordinarily skillful and compassionate care they provide patients and families. Nurses can be nominated by anyone who experiences or sees extraordinary care being provided by a nurse; this can be patients, family members, other nurses, physicians, other clinicians, and staff.

The following nurses were honored with the DAISY Award for 2021:

- DAISY Individual Award presented to **Frank Zamora**, BSN, RN, and **Paula Westman**, BSN, RN, for their outstanding and compassionate care.
- DAISY Team Award presented to **Critical Care** for team collaboration during the pandemic.

- Lifetime Achievement Award presented to **Stephanie Williams**, RN, MHA, CPHQ, NE-BC, in recognition of her legacy of patient advocacy, professional role modeling, and interdisciplinary collaboration that has shaped Washington Hospital's tradition of outstanding nursing.

This expression of gratitude is intended to help nurses always remember the unforgettable impact their care has on patients and families and to inspire other nurses to provide extraordinary care not only with their brains but also with their hearts.

(Top row) 2021 Nurses of the Year (middle row) Members of our Critical Care team accept the Daisy Award; Outgoing CNO Stephanie Williams receiving the Daisy Lifetime Achievement Award (bottom row) Daisy Individual Award recipients Frank Zamora and Paula Westman are presented their awards.



# Charitable Gifts Abound During a Pandemic Year

Washington Hospital’s ability to safely persevere during COVID-19 was due in large part to the benevolent outpouring of support from its community. This year our Foundation received and distributed vital donations throughout the Hospital during one of its most fruitful periods in the Foundation’s 38-year history.

During the pandemic, more than \$1.2 million in financial gifts came in for the **COVID-19 Emergency Relief Fund**, including a \$250,000 grant for the Vaccination Clinic from our long-standing supporter, Fremont Bank Foundation. Donations to this fund also helped finance lifesaving personal protection equipment (PPE), negative air pressure equipment, HEPA filters, powered respirators for staff, and more. Community members and local restaurants helped with thousands of meals for our frontline heroes.

Since the pandemic put gatherings on hold, new virtual events and programs took center stage. A debut **Giving Tuesday** campaign brought in \$23,000 for COVID. Also, the new **Honor a Caregiver Program** enables patients and families to recognize a nurse, physician, staffer, or team that provided exceptional care by showing their gratitude with a donation. These gifts fund medical equipment and technologies to improve patient care for years to come.

On October 10, 2020, the Foundation hosted its first **Virtual Top Hat Gala** in the event’s 34-year history. More than 300 people attended the free on-line event, donating more than \$200,000 to the COVID-19 Fund.

To donate call 510.818.7350; go to [www.whhs.com/foundation](http://www.whhs.com/foundation); or email [foundation@whhs.com](mailto:foundation@whhs.com).



(From left) Foundation staffers Shannon Antepenko and Shobha Madegowda managing some of the many generous donations received from our community during the pandemic.



## TRUE, RARE ALTRUISM

The Foundation launched the **Washington Hospital Legacy Society** in 2020 enabling donors to make a future gift to the Hospital through a will or estate plan. To date, the Foundation has documented more than \$2.125 million for future Hospital needs and growth. We honor and thank these founding members:

- Marsha E. and Albert M. Badella • Gary Charland
- Susan G. Johnson • Helen Kennedy and Antonio E. Acosta

**“We are grateful to the community for generous donations of money, meals, PPE and well-wishes for the Hospital and its health care heroes which proved essential during the pandemic. The Foundation is committed to ensuring your support is used when and where it’s needed most during times of crisis, as well as for future medical equipment and technology to continually improve the patient experience.”**

**— Gary G. Charland, JD, Foundation President**



CELEBRATING OUR “EMPLOYEES OF THE MONTH”

# Champions of Our Patient First Ethic

Every support staff member and clinician at Washington Hospital Healthcare System is integral to serving the health care needs of our community, and during the COVID-19 pandemic they performed heroically. Each month, we recognize one person on our staff who stands apart in the areas of service, patient and visitor care, teamwork, and commitment to continuous improvement.



July 2020 — Carlos Ruvalcaba  
Patient Transport



August 2020 — Felix Zepeda  
Environmental Services



September 2020 — Jeannie Sy  
Washington Urgent Care



October 2020 — Natally Servino  
Materials Management



November 2020 — Joyce Calixto  
Patient Care Services



December 2020 — Randy Lao  
Pharmacy



January 2021 — Danielle Weatherford  
Patient Financial Services



February 2021 — Raj Sandhu  
Clinical Laboratory



March 2021 — Anthony Baldosano  
Patient Care Services



April 2021 — Raymond Espinosa  
Perioperative Services



May 2021 — Angela Kahalewai  
Emergency Department



June 2021 — Nikita Patel  
Patient Care Services

# Volunteers Prove Invaluable During COVID



Service League volunteers (from left) Harry Lorschach, Jagpreet Kaur, Raveena Atwal and Brianna Arroyo are trained on assisting nurses in the Telemetry Unit by Natisha Prasad and Sheela Vijayaraghavan.

Despite the pandemic, our physicians and staff enjoyed some wins in 2021. At the top of the list was welcoming back our helpful, caring, and friendly Service League Volunteers. The Washington Hospital family had been incomplete since its volunteers had to suspend duties when the shelter-in-place order took effect March 17, 2020.

“Our adult and college-aged Service League volunteers are very happy to be back serving in the Gift Shop, Human Resources Department, Infusion Center, Institute for Joint Restoration and Research, nursing units, and other areas in the Hospital, and we look forward to continuing to bring back all our high school volunteers as well,” says Service League President Debbie Feary. “We feel truly welcomed by the staff and physicians. It’s such a pleasure to volunteer at Washington Hospital.”

Even when they were not on-site, teams of volunteers were helping behind the scenes, building COVID-19 test kits for the lab, assembling face shields, and

other projects when appropriate given COVID protocols. Later in 2021, a refreshing wave of normalcy flowed through the Hospital when the volunteer-run gift shop reopened, newborn cuddlers returned to their rocking chairs, the Nurse Assist Program restarted, and therapy dogs with their handlers started visiting delighted patients again. Volunteers put in 5,406 hours of work between July 2019 and June 2020.

Never before, in the Service League’s 66-year history of faithful service, had an external factor caused it to withdraw its volunteers from service. The COVID-19 pandemic was the first (and hopefully the last!) barrier to keep our volunteers from sharing their time, skills, talents, and compassionate care with patients, families, and visitors. Their absence during those many months was a loss for everyone at the Hospital, as well as the volunteers themselves. When volunteers in their burgundy shirts began returning to their duties, the Hospital community celebrated their return.

## 2020 – 2021 Financial Statements

## Caring for the Community

Washington Township Health Care District, also known as Washington Hospital Healthcare System (the Healthcare System), provides many benefits to the community through Washington Hospital, Washington Township Medical Foundation and other outpatient programs and services.

One direct benefit that receives little notice is the health care that is provided for free, or for which the Healthcare System is not fully compensated. For the fiscal year ending June 30, 2021 (FY21), the Healthcare System provided uncompensated health care services with an estimated total cost of approximately \$68 million to the community's medically indigent population. Additional uncompensated health care services with an estimated total cost of more than \$148 million were provided to Medicare and Medicare HMO patients. The Healthcare System also provided a myriad of health education and wellness programs that are available to the general public, and other general community support, at an estimated cost of \$3 million.

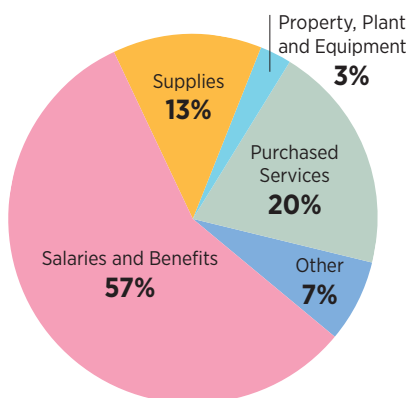
The FY21 operating loss is an improvement of \$4 million compared to the FY20 operating loss. However, in FY20 the Healthcare System received \$30 million from the Federal Coronavirus Aid, Relief, and Economic Security Act (the CARES Act), compared to just \$4.1 million in Federal aid in FY21. So, while CARES funding in FY20 was sufficient to offset the operating loss in FY20, it was not in FY21.

While the Healthcare System, along with all other health care providers, continued to be significantly impacted by the COVID-19 pandemic in FY21, it did experience volume improvements resulting in increases of \$148 million in gross inpatient and outpatient revenues, despite the challenges. The Healthcare System remains financially stable with a strong balance sheet and is well positioned to continue delivering quality health care to the community long into the future.

*\*Washington Hospital Healthcare System includes Washington Hospital, Washington Township Medical Foundation and outpatient programs and services.*

## Cash expenditures

Fiscal year ending June 30, 2021

WASHINGTON HOSPITAL  
HEALTHCARE SYSTEM\*

FY 2021

Admissions	9,353
Patient Days	54,594
Deliveries	1,380
Surgery Cases	4,272
Outpatient Visits	381,159
ER Visits	43,174
Physicians on Staff (as of June 30, 2021)	583

## BALANCE SHEET (in \$000s) June 30, 2021

Current Assets	\$ 172,666
Assets Limited As to Use	234,220
Property, Plant and Equipment	666,557
Other Assets	21,948
Deferred Outflows	46,751
<b>Total Assets and Deferred Outflows</b>	<b>\$ 1,142,142</b>

Current Liabilities	\$ 170,931
Long-Term Debt	549,533
Other Long-Term Liabilities	46,406
Deferred Inflows	65,274
Net Position	309,998

**Total Liabilities, Deferred Inflows and Net Position** **\$ 1,142,142**

## INCOME STATEMENT (in \$000s) FY 2021

Net Patient Service Revenue	\$ 522,079
Other Revenue	11,534
<b>Total Operating Revenue</b>	<b>533,613</b>

Salaries and Benefits	316,033
Other Expenses	248,962
<b>Total Operating Expenses</b>	<b>564,995</b>
<b>Operating Income</b>	<b>(31,382)</b>

Federal Grant Revenue	4,069
Interest Expense	(21,554)
Property Tax Revenue	17,317
Other Non-Operating Income, net	2,161
<b>Total Non-Operating Revenue</b>	<b>1,993</b>
Other Changes	1,994
<b>Net Income</b>	<b>\$ (27,395)</b>

## CASH EXPENDITURES (in \$000s)

Salaries and Benefits	\$ 316,033
Property, Plant and Equipment	18,920
Purchased Services	111,243
Supplies	70,407
Other	40,779

POSTAL CUSTOMER

# It's Not Too Late to Vaccinate

## Protect Yourself and Your Family Against COVID-19 and the Flu

Washington Hospital is proud of its community members for responding to the call to get vaccinated against COVID-19 at the earliest opportunity once eligible. Alameda County is among the top 10 California counties for percentage of people vaccinated against coronavirus. If you are part of that success, we thank you!

If you or a family member has not yet been vaccinated against COVID, or you are eligible for a third dose or booster shot, we urge you to schedule an appointment today. Most COVID patients in our Critical Care units recently have been unvaccinated. In fact, according to the CDC, those without the shot(s) are about 29 times more likely to be hospitalized with COVID than the fully vaccinated. Please make sure your family is protected from illness or death and help put an end to the pandemic. This includes young children too, as the CDC recently approved the vaccine for children five to 11 years of age.

Just like every year, it is also important to get your influenza (flu) shot. Everyone six months of age and older should get a flu vaccine every season, with rare exception. If you missed our recent flu shot clinics, call your doctor's office to schedule a flu shot appointment for you and your family.

### TO SCHEDULE YOUR FREE COVID-19 VACCINE:

Go to <https://mychart.whhs.com/mychart/covid19> or call 510.248.8200 during business hours.

### FOR MORE INFORMATION ON:

**COVID-19 vaccines** — Go to [www.cdc.gov/coronavirus/2019-ncov/vaccines](http://www.cdc.gov/coronavirus/2019-ncov/vaccines)

**Seasonal Flu Shots** — Go to [www.cdc.gov/flu/prevent/keyfacts.htm](http://www.cdc.gov/flu/prevent/keyfacts.htm)

