

# HealthSigns

2024-2025 ANNUAL REPORT EDITION



**Our reason  
is you**

## FROM THE Chief Executive Officer



**Kimberly Hartz**  
Chief Executive Officer  
Washington Health

This past year marked an exciting and meaningful chapter for Washington Health. Everything we accomplished in fiscal year 2024–2025 advanced our vision to be the trusted first choice for care — a place where everyone can do their best work. I am deeply proud of what our organization achieved, from the unwavering dedication of our essential support services teams, to the flexibility, skill, and commitment demonstrated every day by those on the frontlines of patient care.

Our continued growth reflects a focused investment in our community's health. Over the past year, we expanded access to high-quality care, recruited world-class providers, and introduced new medical services to meet the evolving needs of our patients. These accomplishments are made possible by the extraordinary efforts of our physicians, nurses, and staff, as well as the generosity of our donors, whose support strengthens our ability to deliver essential care to our patients, our district residents, and those beyond our immediate community.

While this report highlights only a selection of our achievements, it represents the collective spirit and contributions of every team member who supports our mission: to deliver exceptional, accessible, and personalized care that enhances the health and well-being of our diverse community. Together, our healers, innovators, and advocates are improving quality of life, addressing disparities in treatment and outcomes, advancing research and clinical trials, and training the next generation of caregivers.

None of this progress would be possible without the leadership, dedication, and collaboration of so many individuals. I am honored to work alongside our board, medical staff, and employees as we continue to ensure Washington Health meets the health care needs of our community — today and well into the future.

A handwritten signature in black ink, which appears to read "Kimberly Hartz". The signature is fluid and cursive, written in a professional style.

## FROM THE BOARD OF DIRECTORS, WASHINGTON TOWNSHIP HEALTH CARE DISTRICT

We are pleased to present this year's annual report and to reflect on a year marked by both challenges and meaningful progress. The past year brought continued complexity, yet our organization remained focused on delivering high-quality, patient-centered care to the communities we serve. The board worked closely with leadership to provide strong governance, financial oversight, and strategic direction, while supporting investments in quality, workforce, infrastructure and long-term sustainability. These efforts reflect our responsibility not only to today's patients, but to future generations who will depend on a strong and resilient health system.

We are grateful to our physicians, clinicians, staff, and volunteers for their dedication, and to our community partners and supporters for their continued trust. This deep, unwavering commitment brings our mission to life each and every day. We know the difference local, community-based health care makes in the lives of the patients we serve, and the communities we support through health and wellness activities.

We acknowledge the confidence district voters placed in our health system with the passage of Measure B last fall. As we look ahead, the board remains focused on responsible stewardship and thoughtful leadership to sustain our organization in the years to come. We are proud of what we have accomplished together in service to our community.

Thank you for your continued support.



### 2025 Board of Directors

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Bernard Stewart, DDS  
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### 2026 Board of Directors

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*Secretary*

## FROM THE CHIEF OF STAFF



**Aaron Barry, MD**  
Chief of Staff,  
2025–2026,  
Washington Health  
Medical Staff

Fiscal year 2024–2025 marked a period of steady progress for Washington Health, characterized by clinical excellence, collaboration, and a sustained commitment to the patients and communities we serve. As Chief of Medical Staff, I am proud of the consistently high-quality care provided by our physicians and advanced practice providers.

As medicine continues to evolve rapidly, our medical staff has responded with adaptability, clinical rigor, and compassion. This year saw the expansion of specialty services, continued advancement of evidence-based practices, and deeper multidisciplinary collaboration — all aimed at improving patient outcomes and the overall care experience. A particular area of focus was the growth of robotic-assisted surgical procedures, which supported expanded capabilities across multiple specialties and reflected a broader institutional investment in advanced surgical technology. Together, these initiatives ensure that care at Washington Health aligns with best practices and emerging standards.

The strength of our institution also rests on the culture we cultivate. Our medical staff embodies professionalism, compassion, and a commitment to continuous improvement. Beyond direct patient care, physicians across our organization contribute as clinical leaders, educators, and advocates. Their engagement in service, quality improvement efforts, and public health education extends our impact beyond the hospital and into the community.

Although this report highlights selected accomplishments, it reflects the broader, disciplined work of a highly engaged medical staff dedicated to clinical excellence. Looking ahead, we remain focused on advancing quality and safety, using data to make informed decisions, and continually improving care for the patients and communities who rely on us.

## COMMITMENT TO CARING

# Identifying and Addressing Local Health Needs



From blood pressure tests at an outdoor concert to hosting Think Pink, Washington Health responds to community needs.

Washington Health commissions a comprehensive Community Health Needs Assessment (CHNA) every three years to determine the most critical health needs of Washington Township Health Care District residents. The research identifies racial, ethnic, social, and economic demographics and includes input from interviews with individuals within the community. Resulting data is analyzed, and a Community Health Improvement Plan (CHIP) is created to implement new health care services and educational programs that address the top needs.

Based on results from the July 2025 CHNA, the CHIP released in September 2025 focuses on:

- Increasing health care access and delivery
- Encouraging healthy lifestyles (diabetes and obesity, heart disease and stroke, cognitive decline)
- Treating and preventing cancer and supporting cancer patients
- Preventing unintended injuries

Numerous Washington Health services and outreach programs were recently put in place or

strengthened to address each of these four areas of priority. For example, opening of the Trauma Center, Urgent Care Center, and upcoming Warm Springs Outpatient Center boost local health care access and delivery. In FY24-25, we held 160 health seminars, speaking events, and wellness fairs to promote healthy lifestyles. We also started a Heart Smart Walking Challenge with hundreds of participants in Union City, and soon in Newark. The new UCSF – Washington Cancer Center as well as our Think Pink breast cancer awareness event, cancer screening programs, and patient support groups illustrate our commitment to addressing oncology needs. And our Community Safety Fair and Trauma Center Injury Prevention programs, like Stop the Bleed, Fall Prevention, and Choking First Aid is just a sampling of recent efforts to prevent unintended injuries.

To access Washington Health's complete 2025 Community Health Needs Assessment and Community Health Improvement Plan, visit [WashingtonHealth.com/CHNA](https://WashingtonHealth.com/CHNA). For more details on how the health system works to meet community health needs, read "The Reason is You," on page 10.

## CONSTRUCTION UPDATE

# From Blueprint to Reality



MHCCP Innovation Project structure

Urgent Care Center



UCSF – Washington Cancer Center ribbon cutting



Lobby of cancer center

Construction and renovation have been a constant in Washington Health's history as it has evolved to meet the community's population growth and health care needs. General obligation bonds and philanthropy have helped fund our Facility Master Plan, enabling us to provide safe, convenient facilities. Modern medical spaces have recently debuted while others are well underway.

The newly expanded UCSF – Washington Cancer Center opened in January 2026 bringing advanced, comprehensive oncology care to accommodate growing numbers of patients with cancer. Located in Washington West, this 15,000-square-foot center features a pharmacy, infusion center, comfortable waiting area, and spaces for patients to meet with interdisciplinary service providers. Here, our patients receive the latest in oncology medicine from renowned, compassionate UCSF physicians. Read about how our philanthropic community helped make this vision a reality on page 20.

Our new Washington Urgent Care opened in mid-December 2025 at 2682 Mowry Ave. in the shopping center near Washington West. Here, patients receive prompt medical attention for nonlife-threatening illnesses and injuries. This modern 3,644-square-foot facility has five exam rooms, a procedure room, and on-site X-ray.

Several major projects are in design or under construction including:

- The Morris Hyman Critical Care Pavilion Innovation Completion Project, projected to be done in August 2026, will accommodate all our emergency, critical care, and trauma services in one seismically safe building. The built-out space will house operating rooms, an imaging center, and pharmacy.
- The Washington Hospital – UCSF Warm Springs Health Center will provide outpatient primary and specialty care to this growing area.
- A new hospital tower built to meet state seismic mandates.

# Lifesaving Emergency Care and Education



From Stop the Bleed instruction to Bingocize, injury prevention comes in many forms.

## Trauma Team Promotes Injury Prevention

Washington Health Trauma Center has seen a higher number of trauma patients than anticipated since its July 2024 opening. This illustrates the need for ongoing lifesaving skills and injury prevention education, which is a key component of our trauma center's commitment to the community. Here is a sampling of our current programs:

**Fall Prevention:** Accidental falls account for over 60% of our trauma center cases. "Matter of Balance" and "Bingocize" on-campus events, where we share safety tips and lead strengthening exercises for fall prevention, have proven very popular with residents.

**Stop the Bleed:** Uncontrolled bleeding can lead to death within minutes, making fast intervention essential. Our trauma center representatives hold training sessions at schools and other local institutions to empower citizens to help when needed.

**Choking First Aid:** Death by choking can be avoided if the correct lifesaving measures are taken. Seminars at local restaurants educate food service workers on aiding choking victims.

If you are interested in bringing a Washington Trauma Center Injury Prevention event to your school, workplace, or other community group, send an email to [trauma\\_dept@washingtonhealth.com](mailto:trauma_dept@washingtonhealth.com).



Today, Paulom Shah and his wife have much to smile about.



Multiple pelvic bone fractures resulted in painful first steps to recovery.

The bleeding arteries in Paulom's pelvis had to be blocked immediately. He recalls that as a high-tech engineer, he was fascinated when the interventional radiologist accessed his pelvic arteries through a radial artery in his wrist. A suprapubic urine collection bag was inserted, and imaging showed his pelvis was broken in eight places. Ten days later his pelvis was surgically rebuilt using an innovative surgical technique by renowned UCSF pelvis trauma reconstruction specialist Amir Matityahu, MD. "Since Washington Health is affiliated with UCSF, I had one of the best surgeons in the country. The time leading up to

the surgery was tough, but I was amazed how the Washington Health team cared for me and even advocated for me with the other health care system where I am a member."

Paulom is an athlete who enjoys basketball, tennis and lifting weights. After the accident, he had to completely rebuild his body through exercises that were physically agonizing and mentally grueling. "The surgeon told me he had mechanically fixed my pelvis, but my recovery was completely up to me," Paulom recalls. "While confined to a bed and wheelchair, I decided I didn't want to live my life this way and would walk again, and return to the life I knew. Hiral Lakhani, a Washington Health physical therapist who once recovered from a similar traumatic accident, helped inspire me to push on."

Through incredible self-discipline and support from medical professionals, family and friends, Paulom has made remarkable progress. He went from struggling to stand with help for 10 seconds, to walking a half mile and driving again 12 weeks later. He still has upcoming surgeries to repair internal damage and with continued perseverance, he will return to a strong, healthy state. He and his wife hope to start a family in the near future. Paulom concludes, "Thankfully the Washington Health Trauma Center was there for me to provide lifesaving care when I needed it."

## From Traumatic Injury to Heroic Healing

Paulom Shah is a smart, athletic 33-year-old who was involved in a horrific accident. But thanks to the Washington Trauma Center and Paulom's fortitude during his ongoing rehabilitation, his full recovery is hopeful.

Last August, Paulom got into the passenger seat of a friend's Corvette on Mission Boulevard. The driver took off fast, quickly lost control, and the car spun before T-boning into another vehicle. The passenger side of the Corvette was smashed, crushing Paulom against the center console. He was pulled from the car unconscious before waking to agonizing pain. Luckily, Paulom was a short ambulance ride away from the Washington Health Trauma Center, the only trauma center in Southern Alameda County.

"They must have known a seriously injured patient was coming, because doctors and nurses swarmed around my stretcher upon arrival," recalls Paulom. His devastating injuries included a shattered pelvis, ruptured bladder, severed urethra, and two torn pelvic arteries. "The doctor later told me that arriving at the trauma center so quickly saved my life, because I was hemorrhaging internally."

## REVOLUTIONARY SURGICAL ROBOTICS

# Robotic-Assisted Surgery Optimizes Joint Replacement Outcome



Robotic-assisted surgery is a surgeon-controlled system that uses tiny instruments and magnified 3D imaging to perform complex procedures. It brings surgeons enhanced precision, control, and vision for several types of procedures. This in turn, leads to reduced pain and risk of infection, faster recovery times, and better overall patient outcomes.

Robotic-assisted surgery accounts for 22% of U.S. general surgeries and Washington Health is on trend with this medical innovation. Surgeons across the health system utilize surgical robots, including our leading orthopedic specialists at the Institute for Joint Restoration and Research (IJRR), the Washington Outpatient Surgery Center (WOSC), and the Peninsula Surgery Center. Robotic-assisted joint replacement surgery improves accuracy in implant placement and bone cuts by creating a custom 3D model using a CT scan of the patient's joint. This leads to ideal joint alignment, less soft tissue damage, faster recovery, and longer implant life for patients.

Orthopedic surgeon and medical director of the WOSC Arthroplasty Program and medical co-director of the IJRR Alexander Sah, MD, is a pioneer in his field and one of the state's most prolific joint replacement surgeons. He was the country's first to use the handheld, wireless robot, THINK Surgical's TMINI® Robotic System with the Zimmer Persona® Knee implant.

Renowned shoulder surgeon, medical director of shoulder surgery at Washington Health, and a pioneer of shoulder reconstruction and joint replacement, IJRR orthopedic surgeon John Costouros, MD, introduced the reverse total shoulder procedure over 20 years ago. In 2025, he became one of the first surgeons in the world to use the Stryker Mako SmartRobotics™ device to perform reverse total shoulder replacement, making Washington Health the only hospital in Northern California and one of six in the country to offer it. Now, he performs reverse total shoulder replacements using advanced robotic technology.



Washington Health utilizes robotic systems beyond orthopedics, across multiple surgical specialty areas:

- **AquaBeam Robotic System:** In 2023, we became one of the first local health care providers to offer aquablation therapy — a highly effective treatment for enlarged prostates.
- **da Vinci Xi Surgical Suite:** Our specially certified surgeons use the da Vinci system for minimally invasive gynecologic, thoracic, and general surgeries.
- **Ion Robotic Bronchoscopy:** In lung cancer, time to intervention is critical. Ion allows us to collect lung tissue samples for biopsy even when lung nodules are small.

Gross revenues totaling \$1.4 million from the 2025 Top Hat Gala support the Washington Health Surgical Robotics Program. Read more on page 20.

## HITTING THE RIGHT NOTES

# Fremont Resident Grateful for Successful Spine Surgery

For Tianen Yu, playing piano has been a part of her life since she was 6 years old. Her formal education includes graduating from the Shanghai Conservatory of Music and earning a scholarship to the elite Oberlin Conservatory of Music in Ohio, where she received the postgraduate degree, Artist Diploma.

Tianen moved to the Bay Area in 1989 and in 1991, began a 30-year career as a piano instructor on the faculty of Santa Clara University. Piano has been her passion and her livelihood.

A fracture from a fall in 2020 did not heal properly, leaving Tianen with constant pain and the inability to stand or sit upright. Her condition was called kyphoscoliosis, which meant Tianen's spine was bent both forward and to the side. Worse than the physical pain, Tianen could not play.

Her physician recommended spine surgery and she met Dr. Sandeep Kunwar and Dr. Rajiv Saigal, but the road back to the piano was not without pitfalls. First, Tianen was advised that her bone density was too low to tolerate surgery. Once that was addressed, tests showed a lesion on her lung, and after receiving targeted cancer treatment, she once again fell, fracturing her left femur.

Resilience and a positive attitude kept her strong and in October 2023, Dr. Saigal was able to perform three complicated surgeries in a two-day period. The procedures included cutting on the back of the spine to loosen the deformity and reconstructing the front of the spine using an expandable metal cage. Finally, he fused Tianen's spine.



Complex surgeries and a positive attitude helped Tianen Yu return to her beloved piano playing.

Dr. Saigal was impressed both by her tolerance for pain (she only used Tylenol for pain management) and her positive attitude. She told him, "You only have two choices: be sad or be happy. I choose happy."

This attitude kept Tianen moving forward through difficult days when her pain was manageable, but she had no strength. Daily tasks such as dressing took hours and playing her beloved piano was not possible. She persevered and soon, Tianen could sit at the piano and play for five minutes. Then 10. Then 20.

Tianen Yu is now back to practicing up to three hours a day and has resumed teaching children to play. She does not hesitate to say, "I am very grateful to Dr. Saigal and all of Washington Health for the treatment I received and for giving me back the piano."



IN ALL THAT WE DO

# Our Reason is You

Washington Health began as a community-owned, not-for-profit hospital serving the Washington Township Health Care District in 1958, and at its heart it remains that today. What has changed, however, is the scope of the health system, providing a full complement of academic-level medicine close to home. We pride ourselves on continuously evolving and improving to meet the health needs of our diverse, growing community. Our commitment to patient care and the community drives our vision, mission and values. Our reason is you. Since 1958.

## Academic-Level Medicine Close to Home

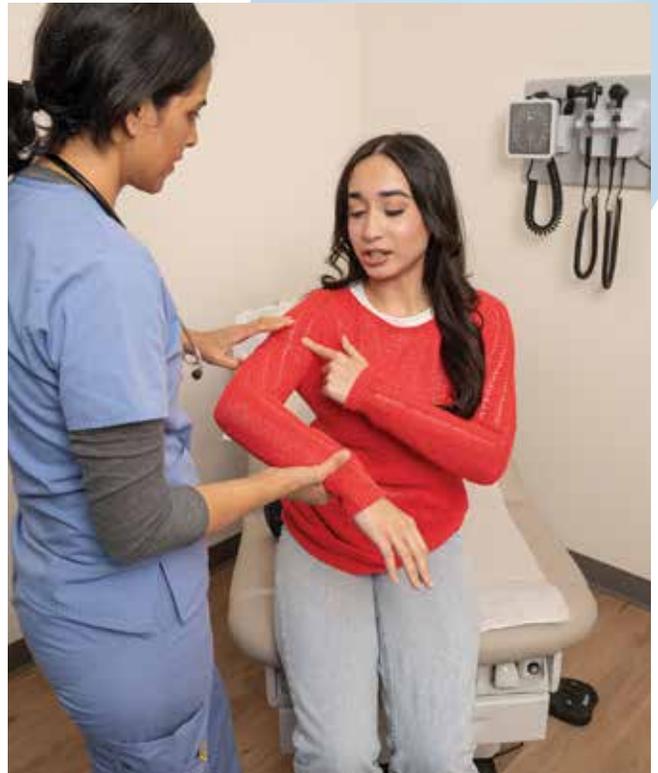
- Bell Neuroscience Institute of Silicon Valley.
- Institute for Joint Restoration and Research.
- Level II Trauma Center.
- Maternal Child Health services and Special Care Nursery.
- Newly expanded UCSF – Washington Cancer Center.
- Washington Health/UCSF Cardiac Services.

## Community Outreach

- Cancer screening programs.
- Community wellness and safety fairs.
- Health & Wellness seminar series.
- Injury prevention education.
- Speaker's bureau for community presentations.
- Support groups.

## We Listen and Respond

- Community Health Needs Assessment and Community Health Improvement Plan.
- Complimentary Health Insurance Information Service.
- Fremont, Newark and Union City medical offices.
- Level II Trauma Center – opened July 2024.
- Urgent Care Center – opened December 2025.



TOP CARE FOR PRECIOUS PATIENTS

# UCSF Affiliation Brings Advanced Intensive Care for Babies

Every growing family in the Washington Health Birthing Center hopes their baby will be born healthy and strong; but when they are not, parents can be confident they are in good hands at our level II neonatal intensive care nursery (NICU) that we call our Special Care Nursery (SCN).

The SCN, staffed with experienced UCSF neonatologists, provides advanced neonatal intensive care for sick or premature infants 32 weeks and older. Last year, 238 infants were admitted to the SCN for around-the-clock care due to prematurity, low birth weight, infections, breathing problems, genetic conditions and other serious medical issues. Of those, only 18 needed to be stabilized and transferred to UCSF Health’s higher level NICU.

“We recently had an amazing case where a baby was admitted to the SCN with low oxygen levels and was diagnosed with a serious congenital heart defect,” says Jessica Alsofrom, MD, UCSF neonatologist and medical director of the SCN. “Upon transport to UCSF Health for emergency cardiac repair surgery, we were told it was the fastest they had ever received a patient following birth for treatment of that type of cardiac abnormality.”

In September, the annual Washington Special Care Nursery reunion welcomed its “graduates” back for a special afternoon of smiles and gratitude. Staff and volunteers reunited with families to celebrate those who needed a little extra care after birth — many who are now toddlers or big kids and are thriving today.



Sharon Aquino, RN; Thuy Tran, RN; Fanny Ni, RN



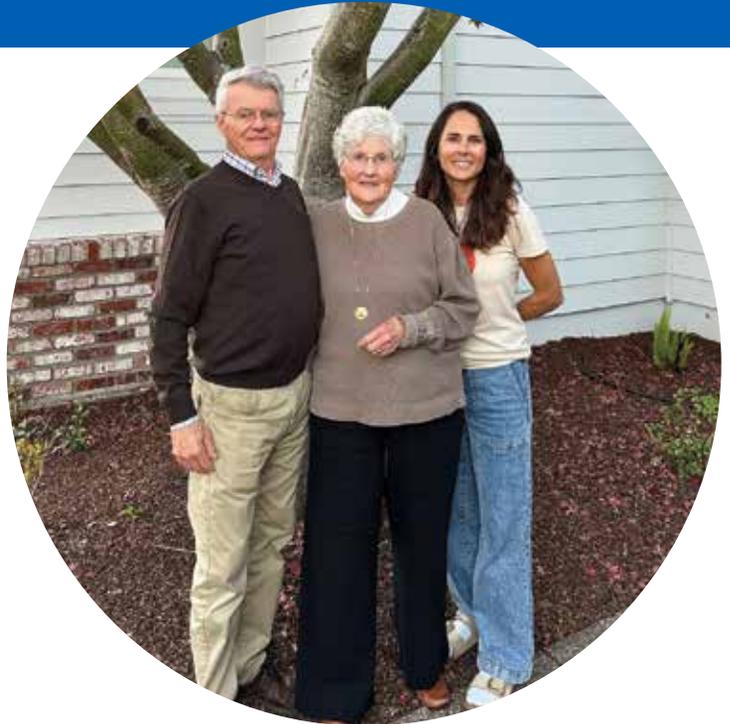
# A Hub for Heart Health

Washington Health's affiliation with UCSF Health allows us to provide the latest in state-of-the-art technology and advanced cardiac care. From minimally invasive procedures that result in quicker recovery, to complex surgeries usually only performed at major academic medical centers, our patients receive world-class cardiac care right here in Fremont. In fact, people with emergent heart conditions are transported from all over California for treatment by our Washington Health/UCSF Cardiac Services doctors and surgeons. Here are two recent stories of patients who arrived at Washington Health for lifesaving care.

## Airlifted for Emergency Surgery

At 10 p.m. New Year's Day 2025, Petaluma resident, 84-year-old Judith (Judy) Hillery felt sudden pain and clenching in her jaw. She alerted her husband to call 911 and within minutes the ambulance transported Judy to her local hospital's ER where a CT scan confirmed she was experiencing a life-threatening aortic dissection. The hospital did not have the specialized cardiac surgeons or operating facilities to save Judy, so the search began to locate a Bay Area facility that could assemble a surgical team and attempt a New Year's miracle.

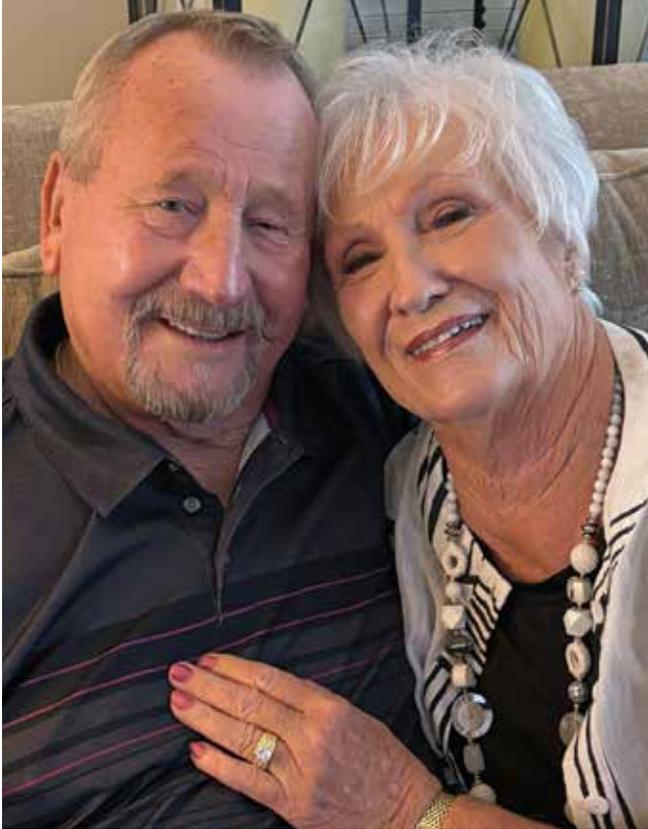
After checking with several academic medical centers and prospective hospitals, one stood at the ready: Washington Health. Judy doesn't remember much from that night, but she recalls seeing her husband Richard and daughter Kristy on the tarmac below as her medevac helicopter took off for Fremont. Early in the morning of Jan. 2, cardiothoracic surgeon Ramin Beygui, MD, and his team successfully performed emergency open-heart surgery to repair Judy's ruptured aorta.



"We bonded with the team immediately, as they were so caring and communicated everything we needed to know about what was happening with Judy," said Richard. "Afterward, Dr. Beygui told me most people in her condition don't survive the surgery, but that she is a fighter, which our family knows her to be."

Judy is a retired nurse, and Kristy is an RN III with cardiac training at a Marin hospital, so she helped Richard understand what was happening medically with her mother. During Judy's 15-day stay at Washington Hospital, the Hillerys were impressed with the "caring teams of top-notch nurses."

While Judy gets winded more easily now, she will return to being involved at church, gardening, spending time with her daughters Kristy and Kimberly, and watching her three grandsons play baseball and swim. "We are so grateful to Dr. Beygui for giving us more time with Judy," said Richard. "In addition to being an outstanding surgeon, he has a warm human touch, is genuinely caring, and is simply an amazing person."



## Innovative Cardiac Procedures to the Rescue

Kenneth Janikowski likes playing cards, shooting pool and walking his dog. Now 84, he is a retired plumber, so he knows a thing or two about blocked and leaky pipes. What he didn't know was his heart valves needed repair, which was quickly slowing him down. It culminated on Aug. 4, 2025, when Kenneth had trouble breathing and couldn't get up or walk. At his local hospital in Visalia, tests showed Kenneth's heart was only functioning at 25% of normal. His cardiologist knew just the surgeon who could help and referred him to interventional cardiologist Harsh Agrawal, MD, at Washington Health.

On Aug. 13, Kenneth underwent a transcatheter aortic valve replacement (TAVR) performed by Dr. Agrawal. TAVR is a minimally invasive procedure to replace a narrowed aortic valve, offering a less invasive alternative to open-heart surgery. A new valve is delivered via a catheter through a small incision in the groin. Benefits include immediate symptom relief, a shorter hospital stay, and faster recovery compared to open-heart surgery.

While Kenneth does not remember everything from this time, his wife Denielle says, "We felt we had the best doctor in the world, and the nursing staff was excellent. Everyone there kept my daughter and I well informed. In fact, when we found out Kenneth would need to return to Washington Health for another procedure to repair a leaky valve, we thought, 'Great, no problem, we love that place!'"

On Oct. 1, Kenneth returned to Dr. Agrawal for a MitraClip to repair his mitral heart valve and went home the next day. Since that time, he has been recovering well. He is back to enjoying his children, grandkids, and great-grandchildren, and of course walking the dog.

## COMPLEX CARDIAC SURGERY HONORS

In The Society of Thoracic Surgeons Q2 2025 release, the Washington Health and UCSF Cardiothoracic Surgery Program earned a three-star rating in the Multiprocedural category. This is the highest performance tier, reflecting outcomes that are better than expected after national risk adjustment. This result is especially meaningful given the complexity of multiprocedural cases, reinforcing the program's strong performance, consistency, and national standing.



# FROM THE Chief Nursing Officer



**Terri Hunter, DNP, MPA,  
RN, NEA-BC, CENP**  
Vice President and  
Chief Nursing Officer

It is with deep pride that I share accomplishments reflecting the dedication, resilience, and excellence that define our nursing community. Each day, our nurses bring skill, compassion, and teamwork to the bedside, strengthening our culture of safety and elevating care for our patients and families.

Quality remains at the heart of all we do. Our outcomes show continued improvement, including reductions in preventable harm and increased patient and family satisfaction. These results tell a powerful story — one of nurses who lead with evidence, advocate for patients, and consistently raise the standard of care.

A defining achievement was the acceptance of our Magnet® document for our fourth designation — an extraordinary milestone reached by only a select number of organizations nationwide. This rigorous journey reflects the collective voice and expertise of our nurses. Every outcome and example submitted is a testament to clinical excellence, innovation, and unwavering commitment to those we serve. This achievement affirms our Magnet status and strengthens our ability to attract and retain top nursing talent.

We also launched our Night Shift Council, ensuring that the perspectives and expertise of night-shift nurses are represented in shared governance. Their insights strengthen decision-making, improve workflows, and enhance the patient and staff experience.

Looking ahead, we remain focused on investment in professional development, nurse-led innovation, and a healthy, supportive work environment. Priorities include advancing clinical education and certification, strengthening career pathways, expanding unit-based quality initiatives, and preparing for our Magnet redesignation site visit.

I thank every member of our nursing staff and especially recognize the below Nurses of the Year. Your compassion, integrity, and dedication inspire us.

## Nurses of the Year



Gavin Cox, RN



Hye-Ran Yang, RN

## RECOGNIZING OUTSTANDING NURSES

# DAISY Award Recipients

The DAISY foundation was created in 1999 in memory of J. Patrick Barnes, who died at age 33 from complications related to idiopathic thrombocytopenia purpura (ITP). DAISY, an acronym for Diseases Attacking the Immune System, recognizes nurses around the world for their profound contributions to patient care. Washington Hospital has recognized nurses through the DAISY Award program since 2005.

Nurses, nurse leaders, or teams of nurses can be nominated for a DAISY Award by patients, visitors, or colleagues. The award recognizes extraordinary nurses who demonstrate compassion and kindness in his or her everyday work. DAISY nurses practice at the highest level of clinical excellence, foster teamwork, and uphold a high standard of nursing care.

## DAISY Awardees

Congratulations to the below recipients of the DAISY award.

Nov. 2024	Lucel Paulo, BSN, RN, Medical Oncology
Dec. 2024	Margaret Choa, MSN, RN, CCRN, Critical Care Unit
Jan. 2025	Amandeep Lal, BNS, RN, 5 West
Feb. 2025	Stephanie Kyle, MSN, RN, Telemetry
March 2025	Jennifer Rinoldi, RN, Intermediate Medical Care
May 2025	Nathalie Nguyen, BNS, RNC-OB, Birthing Center
May 2025	DAISY Leadership Award, Alix O'Brien, Nurse Manager
May 2005	DAISY Team Award, Infusion Center
Aug. 2025	Candice Tecson, RN, 5 West
Sept. 2025	Yolanda Fisher, BNS, RN, Birthing Center



## Remembering Alix Sparks (O'Brien)

Alix Sparks (O'Brien) received the DAISY Award for leadership in 2025. Alix exemplified exceptional leadership. Her approach, rooted in kindness, collaboration, and dedication to both her team and our patients, made Alix an extraordinary leader.

Beyond her nursing skills, she mentored and advocated for others, fostering growth and development within her team.

Prior to a fatal automobile accident, Alix led with fairness and commitment to both the professional and emotional growth of her staff, empowering them to achieve their best. She was an outstanding example of nursing leadership.



Sabrina Ayllon, RN



Shaun LeBlanc, RN

## TRANSFORMATIONAL LEADERSHIP

# Guiding the Next Generation of Nurses

A new nurse mentorship program launched in May 2025 to provide new grads and experienced nurses with nurse mentors who can answer questions and provide valuable direction. Nurse mentors provide practical, professional, and personal advice on everything from specific cases to aspects of the job and career guidance, including:

- Run through patient scenarios to ensure confident use of best practices.
- Prioritize care successfully while managing a full patient load.
- Learn from a nurse with a specific certification or expertise in a specialty area.
- Understand the culture of the unit and health system.
- Discuss short- and long-term career goals.

Each mentorship pairing lasts for four months, and the program has proven valuable to our patient population as well as the nurses. Patients benefit from confident, knowledgeable nurses with strong problem-solving and critical-thinking skills. And mentorship further strengthens experienced nurses, while helping new nurses transition safely and successfully into practice.

“When I was a new nurse, I became friends with Mariam DiCristina who was Kristian’s mother. I had the opportunity to learn from her and others. This program lets me give back full circle.”

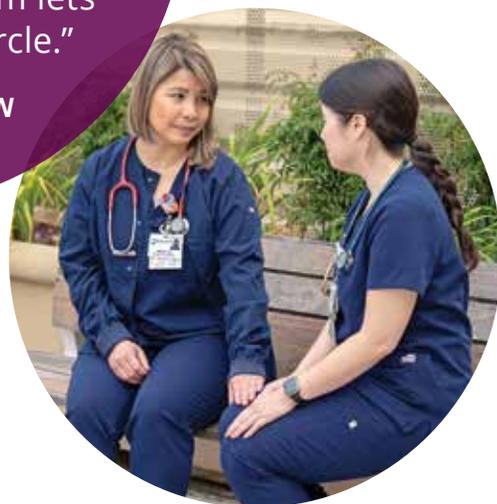
— *Jocelyn Love, RN*



Heather Conway, RN,  
Staff Nurse II and  
Sabrina Ayllon, RN,  
Staff Nurse II



Jocelyn Love, RN,  
Staff Nurse IV and  
Kristian Bautista, RN,  
Staff Nurse II



Annie Than, RN,  
Staff Nurse III and  
Alyson Alvarado, RN,  
Staff Nurse II

## STRUCTURAL EMPOWERMENT

# Nursing the Community on a Volunteer Basis



In addition to their regular shifts, nurses of Washington Health find a number of ways to give back to our community.

The City of Fremont Summer Concert Series takes place six consecutive Thursday evenings in July and August. At each of these events, community members will find volunteers from Washington Health available to take their blood pressure or answer questions on an array of health care topics.

Union City residents have found additional health information at the Heart Smart Walks that are sponsored by the Union City Recreation Department and Washington Health. Through their Community Health Needs Assessment (see page 4 for more details), Washington Health discovered a critical need for heart health initiatives for Union City residents. These organized walks include health care experts offering educational talks.

Sometimes volunteer opportunities are part of a team-building activity. This past December, several members of our nursing staff volunteered at the Tri-City Volunteers Food Bank. Led by Chief Nursing Officer Terri Hunter, groups formed two teams. The first team worked on sorting and packing food into distribution bags, and the second shift worked to register families and hand out the bags of groceries. Hunter noted, "Interacting with community members in this way was rewarding and working with our team of nurses outside the hospital made it even more special."

Community members can also find Washington Health nurses volunteering their time at other events such as Think Pink and Celebration of Life, celebrating cancer survivors.



## EXEMPLARY PROFESSIONAL PRACTICE

# Bringing Awareness to Maternal Child Issues

**M**ental health crisis is a leading complication that disrupts the childbirth experience, affecting one in five parents in the U.S. Susara Martinez, RN, RNC-OB, champions an annual Washington Health Maternal Mental Health Walk to garner awareness. Mental health issues like depression and anxiety are seen in both parents, and statistics are higher for those who are single, younger, multiracial, publicly insured or uninsured, and those with less education. Further research and initiatives are desperately needed to continue saving lives. Washington Health completed its sixth annual walk in October 2025 — united in our goal to raise awareness around this important issue.



Jessica Alsofrom, MD; Elise Passaglia, RN; Vanessa Hecker, RN; Allison Eoff, RN; Jessica Ross, RN; Kristen Kelleghan, OBT; Susara Martinez, RN.



## Remembering Lost Babies

The devastating loss of an infant, including miscarriage, stillbirth, and neonatal death results in profound grief.

After her own fetal loss experience, Elise Passaglia, RN-BSN, RNC-OB, C-EFM, organized an annual Wave of Light ceremony to commemorate Pregnancy and Infant Loss Remembrance Day at Washington Health. First launched in 2003, this global movement calls upon families, friends, and organizations affected by baby loss to come together in memory and solidarity. Oct. 15 marked the sixth year people gathered in our campus Rose Garden to hold hands surrounding the light of a candle, while remembering little ones who were lost too soon.

Our compassionate nursing staff remains committed to raising awareness around important maternal child issues as well as supporting the physical and mental health of families within our community.

## NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS

# Resource Nurse Program Builds Med-Surg Excellence



Patient assessment and mock code simulations are an important part of the Resource Nurse Program.



Washington Health launched a Resource Nurse Program where specially trained critical care nurses serve as expert consultants for staff and patients, improving teamwork, clinical support, and emergency response on the medical-surgical (Med-Surg) units. Resource nurses serve as first responders for emergencies, effectively bridging the gap between the critical care units and Med-Surg floors. Their advanced assessment skills and calming presence during rapid responses and code blue events are impactful. While assisting in emergencies, they guide bedside nurses through each step, turning high-stress situations into valuable teaching moments.

Here are other ways resource nurses support the Med-Surg units:

- Lead mock code simulations where Med-Surg nurses practice communication, teamwork, and equipment use in a safe environment. This turns anxiety into preparedness and confidence during actual emergencies.
- Educate through “clinical capsules,” or short in-service sessions on topics like oxygen therapy and lessons learned from real cases. This helps keep bedside nurses updated on essential skills.
- Support the Deterioration Index (DI) project, a clinical nurse specialist-led initiative to identify patients at risk for clinical decline. Resource nurses assist staff in interpreting DI alerts, assessing patients early, and coordinating timely interventions.



Members of the Resource Nurse Program led by Erin Brooks, RN (second from left) and Shiny George, RN (fifth from left).

The Resource Nurse Program has strengthened collaboration, critical thinking, and nursing empowerment, building a more confident Med-Surg nursing community while improving patient safety and outcomes.

## PHILANTHROPY AT WORK

# Advancing Health in Our Community

At Washington Health, philanthropy is what turns possibility into reality. For 67 years, our community has invested in the future of local health care through the Washington Health Foundation — ensuring that world-class medicine, compassionate care, and cutting-edge technology are not something residents have to leave Fremont to receive.

As one of the few remaining community-led health systems in the region, Washington Health exists because people here choose to support it. Every gift — large and small — strengthens a health system that belongs to the community it serves. Through the Foundation, neighbors, families, physicians, businesses, and grateful patients come together to advance care for everyone who depends on Washington Health.

In 2025, philanthropy transformed patient care in powerful and tangible ways. Community support made it possible to open a new 15,000-square-foot UCSF – Washington Cancer Center — bringing advanced, academic-level oncology care directly to local families. The \$12 million Cancer Center Capital Campaign ensured that patients can access leading-edge cancer treatment close to home, surrounded by the comfort and support of their own community.

Donor generosity also fueled a record-breaking 39th Annual Top Hat Gala, raising \$1.4 million to expand the Washington Health Surgical Robotics Program. These gifts funded the da Vinci Xi surgical system and the Ion lung biopsy robot, enabling surgeons to perform more precise procedures and detect lung cancer earlier — when treatment is most effective. The final Annual Golf and Bocce Tournament added \$125,000 in support of the operating rooms and Trauma Center, closing a beloved tradition while extending its lasting impact.

Together, these philanthropic investments translate into better outcomes, more options, and more hope for the patients who rely on Washington Health every day.

**TOTAL FUNDS RAISED IN 2025:  
\$4,254,454**



### 2025 disbursements to the health system: \$5,304,201 including:

- \$4,000,000 – UCSF – Washington Cancer Center construction\*
- \$580,000 – 3T wide-bore MRI scanner
- \$333,000 – Outpatient palliative care
- \$118,000 – Behavioral health initiatives
- \$46,000 – Trauma equipment and training
- \$227,201 – Other programs including nursing professional development and support for patients in need

\*Second installment of \$12 million total funds raised.

## WHY PHILANTHROPY MATTERS

Philanthropy is how our community takes ownership of its well-being. It fuels the innovations, spaces, and services that go beyond what reimbursement alone can provide — allowing Washington Health to grow, evolve, and lead.

Whether through a gift, a legacy commitment, attending an event, or volunteering, every supporter becomes part of a shared promise: that exceptional health care will always be here, close to home, for every family who needs it. To learn more about how your generosity can shape the future of health care in our community, visit [www.washingtonhealth.com/foundation](http://www.washingtonhealth.com/foundation).

VOLUNTEERS: HEARTBEAT OF THE HOSPITAL

# Washington Health Service League Celebrates 70 Years



Fremont ranked among the top 10 cities on WalletHub’s 2025 list of Most Caring Cities in the U.S., a distinction that reflects the community’s strong culture of service. Volunteering hours per capita are a key part of the ranking, and few organizations embody that spirit more fully than Washington Health’s Service League, which celebrated its 70th anniversary in 2025.

The milestone was commemorated on a beautiful April day as nearly 100 Service League volunteers boarded the historic Niles Canyon Railway for a special journey to a celebratory luncheon at Casa Bella in Sunol. Guests received commemorative 70th anniversary pins and heard a heartfelt address from CEO Kimberly Hartz, who spoke to the immeasurable impact volunteerism has had on Washington Health. State, county, and city leaders also joined the celebration, presenting proclamations in recognition of decades of service. It was a meaningful tribute to volunteers whose dedication and generosity have helped make Washington Health a trusted and compassionate community hospital.

(L to R) Newark Mayor Michael Hannon; Washington Health Service League President Sheela Vijay; Washington Health Chief Executive Officer Kimberly Hartz; board President William Nicholson, MD; Fremont Mayor Raj Salwan; board First Vice President Jeannie Yee.



“The true impact of volunteer service extends far beyond hours measured. It is found in moments of comfort during difficult times, the reassurance of a welcoming presence, and the enduring commitment to stand alongside our community. For 70 years, our volunteers have woven compassion and hope into the everyday life of Washington Health.”

— Sheela Vijay,  
Service League President

*Since its founding in 1955, the Service League has contributed more than 2.2 million volunteer hours, donated over \$2 million for hospital equipment and programs, and awarded nearly \$400,000 in health care career scholarships to local students. Today, more than 685 active volunteers continue that legacy, contributing more than 29,000 hours of service in fiscal year 2024–2025 alone.*

*Volunteer roles span the organization, from nurse assists and surgery waiting room liaisons, to baby cuddlers, lobby greeters, musicians, and WOOF Canine Therapy teams — each one a powerful expression of care in action.*

CELEBRATING EMPLOYEES OF THE MONTH

# Recognizing Heroes of our Patient-Centered Care

At Washington Health, patient-centered care is the driving force for all staff members. Each month, we shine a light on one employee who consistently provides exceptional service to patients, family, and visitors; collaborates well with co-workers; and finds innovative ways to continually improve our health care offerings. Congratulations to these 2024–2025 Employees of the Month.

**July 2024**



**Suzanne van de Groenekan**  
Clinical Documentation Improvement

**August 2024**



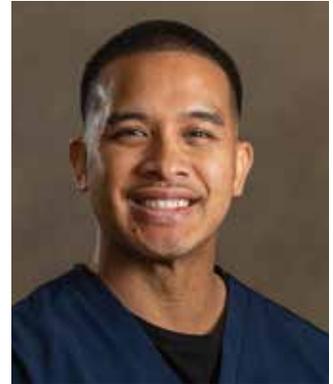
**Paulo Calvo**  
Biomedical Engineering

**September 2024**



**Martha "Letty" Perez**  
General Accounting

**October 2024**



**Roy Coloma, RN**  
PICC

**November 2024**



**Shruti Joshi**  
Medical Staff Services

**December 2024**



**Ramelo Vallar**  
Environmental Services

**January 2025**



**Darlene Godfrey**  
Employee Health Services

**February 2025**



**Quatrelia McDonald**  
ED Registration

**March 2025**



**Priya Chokshi, RN**  
Intermediate Care

**April 2025**



**Romel Javate**  
Food & Nutrition Services

**May 2025**



**Sonia Painsa**  
Marketing & Communications

**June 2025**



**Harvey Fortune**  
Biomedical Engineering

# 2024 – 2025 Financial Statements

Washington Township Health Care District, also known as Washington Health, exists to serve the health needs of our community through Washington Hospital, Washington Health Medical Group, and a wide range of outpatient programs and services.

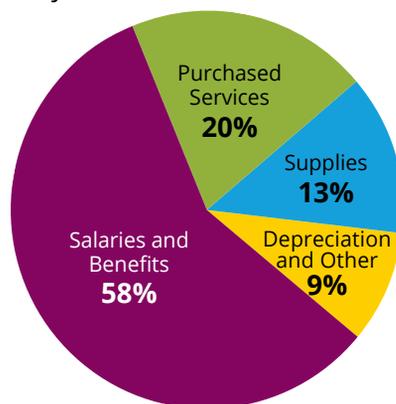
A vital part of this mission is the care provided to community members regardless of their ability to pay. For the fiscal year ending June 30, 2025 (FY25), Washington Health delivered approximately \$88 million in uncompensated care to medically indigent patients through Medi-Cal and Medi-Cal managed care programs. In addition, more than \$175.8 million in uncompensated services were provided to Medicare and Medicare managed care patients, an increase from FY24. The health system also supported community well-being through health education, wellness, and outreach programs.

Demand for care continued to grow across the community. Admissions increased 16%, patient days rose 9%, surgical cases grew 11%, deliveries increased 14%, outpatient visits rose 3%, and emergency room visits increased 4%. These trends reflect expanded access to essential health care services and trust in Washington Health as a community resource. Net patient revenue increased by \$61.9 million, or 9.8% compared to FY24.

Despite strong growth, financial pressures persisted due to rising labor, benefit, and supply costs, as well as heavy reliance on government payers, resulting in an operating loss of \$30.8 million. Even amid these challenges, Washington Health maintained positive EBIDA and strong operating cash flows, demonstrating continued financial resilience. The organization remains financially stable, supported by a strong balance sheet and ongoing investments in infrastructure and technology to ensure long-term sustainability and continued delivery of high-quality care to the community.

## Operating Expense Distribution

Fiscal year ending June 30, 2025



WASHINGTON HEALTH*	FY 2025
Admissions	12,149
Patient Days	62,535
Deliveries	1,669
Surgery Cases	6,304
Outpatient Visits	351,320
ER Visits	63,260
Physicians on Staff (as of June 30, 2025)	611

## BALANCE SHEET (in \$000s)

Current Assets	\$ 212,337
Assets Limited as to Use	378,523
Capital Assets, net	594,993
Other Assets	49,272
Deferred Outflows of Resources	18,489
<b>Total Assets and Deferred Outflows</b>	<b>\$ 1,253,614</b>

Current Liabilities	\$ 172,945
Long-Term Debt	686,910
Other Long-Term Liabilities	125,094
Deferred Inflows of Resources	28,694
Net Position	239,971
<b>Total Liabilities, Deferred Inflows and Net Position</b>	<b>\$1,253,614</b>

## INCOME STATEMENT (in \$000s)

Net Patient Service Revenue	\$ 696,025
Other Revenue	23,375
<b>Total Operating Revenue</b>	<b>719,400</b>
Salaries and Benefits	434,276
Other Expenses	315,901
<b>Total Operating Expenses</b>	<b>750,177</b>
<b>Operating Loss</b>	<b>(30,777)</b>
Non-Operating Income & Other Changes, net	21,136
<b>Decrease in Net Position</b>	<b>\$ (9,641)</b>

\*Washington Health includes Washington Hospital, Washington Health Medical Group, affiliates, and outpatient programs and services.

# When It's Urgent, We're Here

A new Washington Health Urgent Care Center opened in Fremont for a wide range of common health concerns, including minor injuries like cuts and sprains, and illnesses like colds and flu.

Unlike an emergency department, Urgent Care is designed for conditions that require prompt attention but are not life-threatening, helping reduce wait times and medical costs for patients.

## Urgent Care for:

- Minor injuries like sprains, small cuts needing stitches, minor burns or simple fractures.
- Illnesses like colds, flu, sore throat, ear or sinus infections, and mild asthma symptoms.
- Fever or flu-like symptoms that need evaluation but are not severe.
- Skin issues including rashes, allergic reactions, insect bites, and minor infections.
- Digestive problems such as nausea, vomiting, diarrhea or mild abdominal pain.

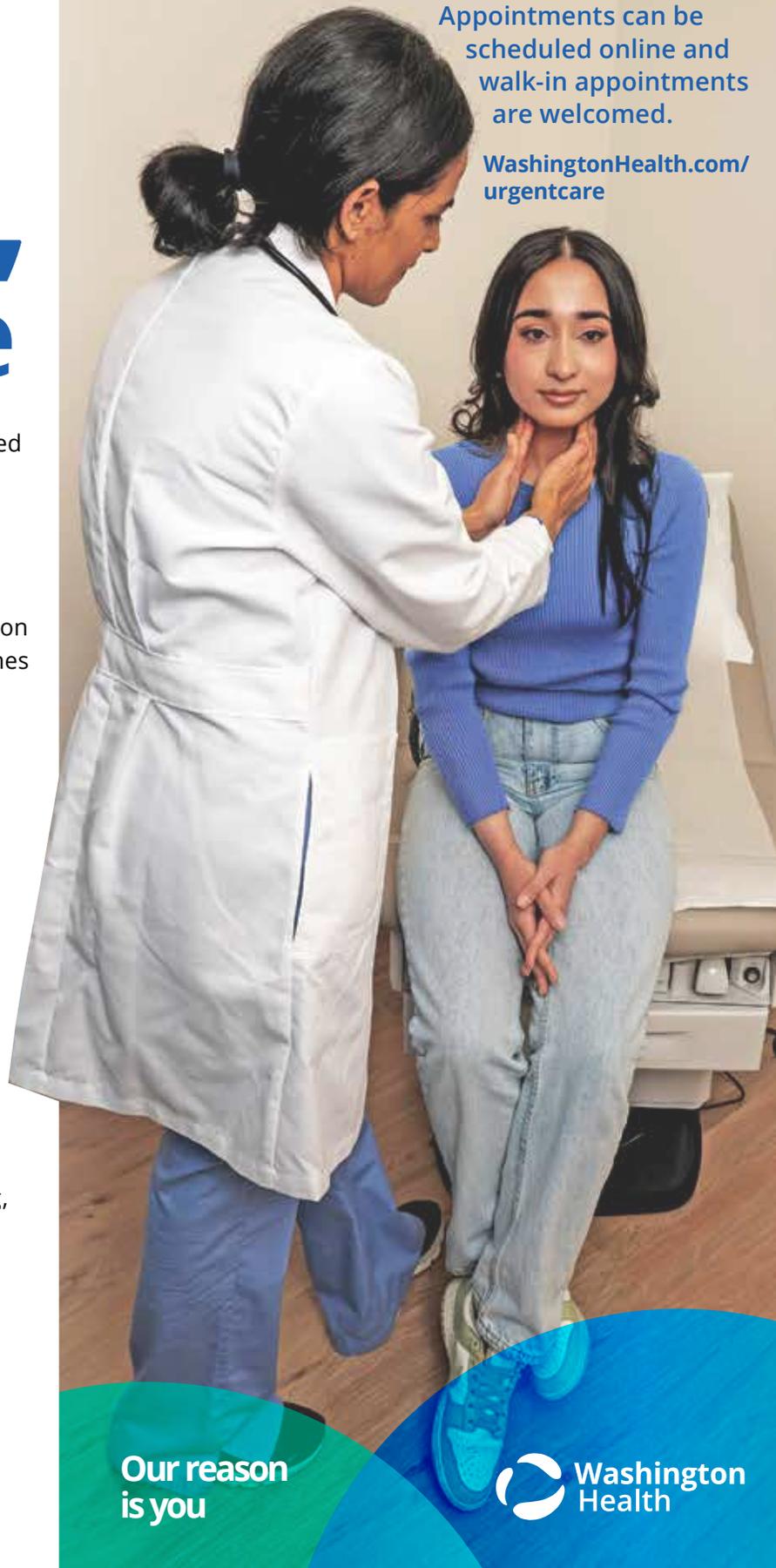
**When not to use urgent care:** For chest pain, difficulty breathing, signs of stroke, severe bleeding, or major trauma, call 911 or go to the nearest emergency department.

**Washington Health Urgent Care**  
2682 Mowry Ave. (near Walgreens)  
510.248.8201

Monday – Friday      10 a.m. – 8 p.m.  
Saturday – Sunday    9 a.m. – 5 p.m.

Appointments can be scheduled online and walk-in appointments are welcomed.

[WashingtonHealth.com/urgentcare](http://WashingtonHealth.com/urgentcare)



Our reason  
is you

 Washington  
Health



Printed on paper containing a minimum of 30 percent post-consumer fiber.  
HealthSigns is available to download and view on the hospital website:  
[www.washingtonhealth.com](http://www.washingtonhealth.com)

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