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2023-2024 ANNUAL REPORT EDITION



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**FROM THE
CHIEF
EXECUTIVE
OFFICER**



Kimberly Hartz
Chief Executive Officer
Washington Health

We are Washington Health – an integrated health system comprised of top tier institutes and advanced treatment options delivering patient-centered care. From our humble beginnings as an independent community hospital, we have remained a steadfast pillar of care, service, and trust for our community.

Our new identity represents the seamless integration of our services and aligns with our updated mission *“to enhance the health and well-being of our diverse community”* by continuing to advance your health care options. Our formation was grounded in the need for local health care and we deliver on this promise with each new service we launch, every new program we offer, and the ongoing pursuit to deliver advanced treatment close to home.

“By the community, for the community” describes how we came to be and the direction our publicly elected board continues to pursue. We are focused on the infrastructure, programs, and people needed to meet our community’s health needs now and into the future. Advancements over the last year include the new level II trauma center now serving southern Alameda County, and the UCSF – Washington Cancer Center expansion currently underway.

Our awards and distinctions continue to set us apart, thanks to the extraordinary work of our physicians and staff. Please take a moment to read the updates in this issue that illustrate the nursing team accomplishments that earned our Magnet designation. You will also see our Foundation’s impressive achievements, learn more about new services launched and milestones achieved, and view our financial performance.

Thank you for your ongoing support.

A stylized, handwritten signature in black ink, appearing to read 'Kimberly Hartz'.

**FROM THE
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DIRECTORS,
WASHINGTON
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HEALTH CARE
DISTRICT**



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As the publicly elected board that has guided strategic direction of the Washington Township Health Care District for more than 75 years, we were proud to approve a new name and fresh new Mission, Vision, and Values statement that truly embody what this organization has evolved into—an integrated health system offering a comprehensive range of advanced medicine to promote health and well-being.

While staying the course as an independent community health system focused on providing world-class, patient-centered health services, we continue to expand with our growing community, and now enter a new era as Washington Health.

The level II trauma center that opened mid-2024 provides a view into Washington Health today and how we will continue to serve this community in the future. Now, the health system is aligned to provide comprehensive services for the full spectrum of injury, including those that may be life-threatening. Trauma services begin at the time EMS arrives on scene and continue through each patient's rehabilitation for continuity of care. The focus is not solely on triage and treatment, but ongoing care to a recovered state of health. Our trauma team has a multidisciplinary approach, working closely with clinicians across the health system for the best possible patient outcomes. The impact of our Trauma Program extends beyond our doors, through extensive injury prevention education and outreach across the community. Again, the emphasis is on improving overall health, not just offering transactional health care services.

As Washington Health enters a new period, we fully acknowledge the history of success we are building upon. This success comes from the continuing efforts and accomplishments of outstanding physicians, dedicated staff, and the selfless volunteers who began their tradition of service years before the ground was broken for the new community hospital. Above all, Washington Health is a result of the enduring trust and support of this community.

It is rewarding to be part of the medical staff at Washington Health during such a dynamic period in its history. The health system continues to develop and improve its facilities, invest in advanced medical equipment and technology, and cultivate an environment where academic level and community providers collaborate to provide the highest level of quality health care and meet the needs of this community.

In 2024, we credentialed 144 new providers and reappointed 277, ensuring they meet our high standards for education, training, experience and professionalism. I am pleased to report we continue our tradition to bring up the next generation of physicians by welcoming surgical residents from San Joaquin General Hospital and fellows from UCSF, in addition to other shadowing roles. Under the guidance of attending physicians, these learning opportunities help build the medical staff for the future.

Washington Health regularly invests in state-of-the-art equipment to ensure we bring the most advanced medical technology for prevention, diagnosis, and treatments to our patients. This includes robotic-assisted surgical devices that are utilized across many surgical disciplines within the health system. Robotic-assisted surgery allows surgeons to perform minimally invasive procedures with more precision, resulting in less pain, shorter hospital stays and overall better outcomes for our patients.

Our medical staff is proud of its role helping Washington Health earn level II trauma center designation. This tremendous undertaking illustrates how well everyone, including the executive team, clinicians, and supporting staff, collaborate to bring a comprehensive range of health care services to the community. We are excited to continue these successes under the Washington Health name as we work together to embrace our new Mission, Vision and Values.

FROM THE CHIEF OF STAFF



Mark Saleh, MD
Chief of Staff,
2023–2025,
Washington Health
Medical Staff

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Using Demographic Data to Deliver High-Quality Care to All Patients

Last year, significant foundational work supporting Washington Health’s focus on diversity, equity, and inclusion (DEI) continued. Demographic data collected from our patient population—such as race, ethnicity and preferred language—is being used to drive improved patient interactions and experiences. Equipped with more information on our patients, physicians and staff can more effectively care for diverse and multicultural patients. Internally, the priority is to establish a more inclusive environment through workforce resource groups. These are teams of members with similar characteristics or interests who aim to foster an inclusive workplace. All our efforts are in-line with and support Washington Health’s new Mission, Vision and Values. (See pg. 12 for more on our Mission, Vision and Values.)

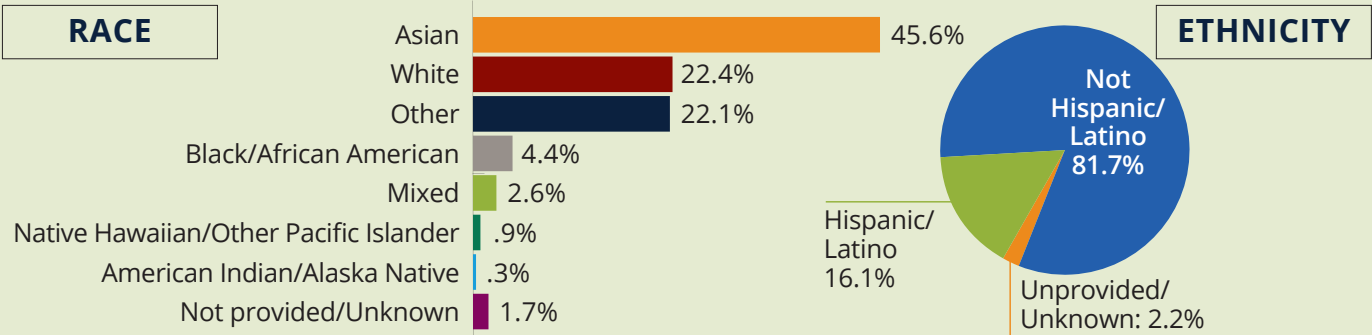
With reliable demographic data now available, we are beginning to identify and address groups that may experience disparities in care or health outcomes. One of many current initiatives uses an equity perspective to review trends in patient readmissions—patients who are readmitted to the hospital following a recent stay. Readmissions are problematic for both patients and hospitals for many reasons, so detailed data on readmissions is invaluable. Now, a Washington Health specialist focused on reducing readmissions uses a health equity dashboard to analyze metrics showing which groups of patients are being readmitted. If and when disparities are identified, such as when patients

COMMITMENT STATEMENT OF THE HEALTH EQUITY, DIVERSITY, AND INCLUSION COUNCIL (HEDIC):

We commit to improving the health and well-being of our community, employees, clinicians, and volunteers by fostering equity, diversity and a culture of inclusivity and belonging. We will meet the health care needs of our patients and community by cultivating an environment where people can bring their unique selves to us for safe, high-quality and culturally competent care; and where they and our diverse workforce feel valued, respected and supported.

with a preferred language other than English are readmitted at higher rates than others, they can be addressed through proper use of interpreter services.

Teams have been established and are actively working to enhance our use of data to provide patients with more equitable care and experiences. Our Chief Executive Officer leads the Health Equity Diversity and Inclusion Council (HEDIC), made up of staff and physicians representing many areas of Washington Health. They meet regularly to discuss ongoing improvements and how the HEDIC committees can further our health equity and inclusion work. A community engagement advisory board has also been formed, providing a formal space where honest and transparent communication takes place.



Since May 2024, we have been actively collecting demographic information from our patients. These charts represent the individual patients (not total patient visits) by race and ethnicity through Dec. 31, 2024. This information helps us better understand our patients and helps ensure that all patients receive high-quality care. Patient demographic information is essential in quality improvement work.

Developing Facilities for Exceptional, Accessible and Personalized Care



Based on a long-term Facility Master Plan and state seismic mandates, Washington Health is building new facilities and modernizing others with the overall goal of continuing to meet the needs of our growing community. These exciting construction projects also align with our new Mission, Vision and Values. Here is an update on projects that are in progress and projected.

UCSF – Washington Cancer Center: Our newly designed 15,000-square-foot cancer center is slated to debut in the Washington West building in January of 2026. Here, patients fighting cancer will continue to receive advanced oncology care and services all in one modern facility. This expanded cancer center is in direct response to the exponential growth in cancer patient volume over past years and to cancer being one of the top health care priorities in our recent Community Health Needs Assessment.

Morris Hyman Critical Care Pavilion (MHCCP): The existing shell space in the MHCCP is being developed so all our emergency, critical care, and trauma services will be located in one modern, seismically safe building. This project will include state-of-the-art operating rooms, an imaging center, pharmacy and other critical services. The anticipated completion date is August 2026. To enhance patient transport between the main hospital and the Pavilion, a bridge has already been completed.

Washington Hospital – UCSF Warm Springs Health Center: Washington Health and UCSF Health joined forces to open a new facility near the Warm Springs BART station that will provide a full range of outpatient primary and specialty care, including an imaging and ambulatory surgical center. Designed to bring health services to the growing Warm Springs area, this modern facility is expected to open by 2027.

New Hospital Tower: Plans are currently in the works for a new 200,000-square-foot building adjacent to the MHCCP. Complementing the Pavilion, this structure will house all Maternal Child Health-related departments such as the Birthing Center, Special Care Nursery, as well as medical surgical units and clinical services. The plan is for this tower to open when the California state seismic hospital requirements go into effect Jan. 1, 2030.

RETURN OF URGENT CARE

We are pleased to announce that in the fall of this year, we will be reopening Washington Health Urgent Care in the shopping center adjacent to Washington West on Mowry Ave.

Washington Health Trauma Center:



Emergency Department Trauma Team

WHAT

The Washington Health Trauma Center opened on July 1, 2024, bringing much needed advanced trauma services to Southern Alameda County. Our level II trauma center provides 24/7/365 availability of trauma surgeons; prompt access to various medical specialties like orthopedics, neurosurgery and critical care; and a commitment to community safety and injury prevention education.

WHY

Before our trauma center opened, patients with traumatic or life-threatening injuries like falls, car accident injuries, and stab wounds had to be transported to the nearest trauma centers in Castro Valley or San Jose. Crucial minutes immediately after an injury were often spent in traffic instead of receiving needed care. From day one, it has been clear from the high numbers of trauma patients we are receiving that quality trauma care is a vital need in our area.

WHO

Trauma Center Medical Director Chet Morrison, MD, and Associate Medical Director and Director of Surgical Critical Care Kevin J. Mitchell, MD, head a team of highly specialized trauma clinicians and staff. This group includes trauma process improvement nurses, trauma registrars, and an injury prevention specialist. In addition to those dedicated to the Trauma Center, other doctors, nurses, and technicians representing different medical specialties across our many departments are available around the clock to provide the best possible comprehensive care to trauma patients with complex injuries. Read more about our ongoing trauma training efforts on page 17.

WHERE

The Morris Hyman Critical Care Pavilion at the Washington Health Hospital campus houses two state-of-the-art trauma bays fully equipped for immediate, expert trauma care. Our facilities have been developed to house a trauma center where patients will have access to around-the-clock care including necessary testing, imaging, medications, blood, operating rooms, and post-injury rehabilitation

The Five W's

programs provided in a modern, seismically safe facility. "While there are specific areas designed to receive and treat trauma patients, it is more accurate to say that Washington Health overall is now a Trauma Center," clarifies Dr. Morrison. "Patients in need of trauma services may receive care from a multidisciplinary team of specialists in different locations across the health system."

WHEN

In June 2022, following an extensive, yearlong evaluation of the county's existing trauma system, the Alameda County Health Emergency Medical Services (AC Health EMS) selected Washington Health as the next designated level II trauma center. We put in place a systemwide effort to build our trauma program including facility reconstruction, staff training and trauma team development, institution of trauma protocols and procedures, and participation in consultative on-site visits and verification reviews. The Trauma Center is designated by AC Health EMS and final American College of Surgeons designation is anticipated in 2027.

"Becoming a level II trauma center is a celebrated milestone we have been working toward for two decades. Providing optimal care for our patients' most critical injuries along with comprehensive community outreach on injury prevention supports our mission to deliver exceptional, accessible, and personalized care to enhance the health and well-being of our diverse community. Trauma Center patient volume has been far greater than projected, which confirms the long-standing need for this essential resource."

— **Kimberly Hartz**
Washington Health CEO



Trauma Department personnel: Assistant Medical Director Kevin J. Mitchell, MD; Director Jennifer Kubisz, RN; and Medical Director Chet Morrison, MD.

Top National Orthopedic Surgery Honors Abound



Washington Health has been recognized as one of America's 50 Best Hospitals for Outpatient Joint Replacement in 2025 by Healthgrades, placing it among the top 5% of hospitals nationwide for this specialized surgery for the second consecutive year. The health system also earned Five-Star Ratings for back and neck surgery, outpatient back and neck surgery, and outpatient total knee replacement, as well as the Outpatient Joint Replacement Excellence Award and Outpatient Orthopedic Surgery Excellence Award.

"Our team specializes in hip and knee replacement surgeries, and we continuously incorporate advances in minimally invasive techniques to provide the best possible care for our patients," said Alexander P. Sah, MD, FAAOS, medical co-director of our Institute for Joint Restoration & Research and medical director of the Outpatient Arthroplasty Program at the Washington Outpatient Surgery Center. "Patients choosing our health system for orthopedic surgery can feel confident knowing they are receiving care from a top-rated health care facility for their procedure."

We are proud of these achievements that highlight our leadership in orthopedic care and commitment to delivering top-quality care for orthopedic surgery patients. Washington Health is one of only 10 hospitals in California to receive both the Outpatient Orthopedic Surgery Excellence Award and the Outpatient Joint Replacement Excellence Award, and one of just two in the Bay Area. Additionally, Washington Health is one of only five hospitals in California and the only hospital in the Bay Area to be named among America's 50 Best Hospitals for Outpatient Joint Replacement.

"This recognition speaks to the strength of our orthopedic program and the level of care we provide," said John T. Dearborn, MD, FAAOS, founder and medical co-director of the Institute for Joint Restoration and Research (IJRR) and founder and medical director of Peninsula Surgery Center. "By leveraging the latest research and drawing on our extensive experience, we are able to ensure better outcomes for our patients, helping them return to their lives with improved mobility and health."

Robotic Surgical Devices Help Surgeons Help Patients

Washington Health is embracing robotic-assisted surgery as advancements have made this technology a game changer in health care today. Not only does it provide undeniable benefits to patients, robot-assisted surgery is also advantageous to the surgeons using it and the health system overall.

“Our da Vinci surgical suite represents a revolution in minimally invasive surgery with radical improvements in precision and outcomes that we are thrilled to offer patients,” says Kranthi Achanta, MD, a board-certified general, laparoscopic and robotic surgeon. “It significantly expands their options and offers patients the latest in surgical technology, which means less pain and bleeding, shorter recovery times, lower risk of infection and better overall results.”

Dr. Achanta also explains how robot-assisted surgery enhances the capabilities of surgeons. “We get a high-definition, three-dimensional image magnified 10 times, so our visibility and precision is considerably improved. The robotic arms mimic the movement of a human wrist, but with greater range of motion (up to 7 degrees of freedom), enabling more precise and flexible instrument handling. And, the robot has four arms—allowing surgeons to use multiple instrument arms simultaneously to perform complex tasks.

Published data proves that robotics in surgery also benefits health care organizations. It translates to improved resource management, shortened hospital stays, and an improved reputation for providing the most advanced technologies. An estimated 85% of new surgeons have robotic certification, so organizations with these programs are a magnet for recruiting new talent. A growing medical staff benefits our patients today and into the future.



Kranthi Achanta, MD

Our health system recently invested in these state-of-the-art, robotic-assisted surgical systems that provide advanced precision to surgeons and better outcomes for patients:



- In September 2023, we introduced Aquablation therapy via the AquaBeam Robotic System. Our urologists use this precise waterjet technology to treat lower urinary tract symptoms in men with enlarged prostates, offering outstanding results.
- Since June 2024, the da Vinci Xi Surgical System has been used by our surgeons who are specially certified in the technology for minimally invasive surgical procedures including gynecologic, urologic, thoracic, cardiac and general surgeries.
- In October 2024, Washington Health (then WHHS) was the world's first health care organization to perform 50-plus cases with the TMINI Handheld Robotic Knee System paired with Persona Knee Implants at our Institute for Joint Restoration and Research.

Innovative Heart Procedures—Close to Home



George Hansen and his wife are grateful for advances in cardiac-related technology.

Washington Health has had a robust Cardiac Surgery Program since the 1980s, and today the health system continues to bring the most advanced heart procedures to Fremont so our patients can stay local for their cardiac care. Two examples of minimally invasive heart procedures now available to our patients are transcatheter aortic valve replacement (TAVR) and the Watchman device implantation. Washington Health began doing TAVR procedures in 2021 and introduced its Watchman Program in 2024.

OUR 100TH TAVR PATIENT

Hayward resident, 85-year-old George Hansen has experienced his share of health scares with an abdominal aortic aneurysm 30 years ago, quadruple heart bypass 20 years ago, and colon cancer in 2023. Last July, he called 911 with breathing trouble and his oxygen levels plummeting. Tests showed George's aortic heart valve had to be replaced. Years ago, he might have needed another open-heart surgery, but instead he was able to undergo a minimally invasive procedure called transcatheter aortic valve replacement (TAVR). In fact, George was the 100th TAVR patient at Washington Health.

"After my four-way bypass, I was in the hospital for many days, had to take constant pain killers, and was laid up for five weeks," recalled George. "But with the TAVR procedure, I was home the next day and experienced no negative effects at all. In fact, now my oxygen levels are consistently up to 98%, my heart beats 70 times per minute, and the blood pressure medications I was taking before have been cut in half! I've been an avid surfer most of my life and I am now rebuilding my strength with hopes of hitting the waves again."

Washington Health's first patient to receive the Watchman device, Jeanette Anderson appreciates exceptional care without traveling across the Bay.

TAVR

For nearly a decade, minimally invasive heart valve replacement was only done at large academic medical centers for patients considered too risky for open-heart surgery. In 2019, the FDA approved TAVR for lower-risk patients with aortic stenosis and the Centers for Medicare and Medicaid (CMS) approved it in the community hospital setting. Soon after, our UCSF cardiothoracic surgeons brought TAVR to Washington Health where they now perform the procedure with cardiologists at the hospital. In 2024, the 100th TAVR procedure was done in Fremont, giving our aortic stenosis patients a new lease on life without having to undergo open-heart surgery.

"In 2023 (the most recently published data), our TAVR program resulted in zero mortalities, zero significant cardiac events and zero device complications. We have a 100% survival rate since we began performing TAVR procedures here in 2021," said Washington Health's Director of Cardiothoracic Surgery and a professor of surgery at UCSF, Ramin Beygui, MD.

TAVR is for those with aortic stenosis or narrowing of the valve caused by calcium buildup that obstructs the flow of oxygenated blood 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. TAVR is revolutionary because the new valve is inserted via the femoral artery through a small



OUR FIRST PATIENT TO RECEIVE THE WATCHMAN DEVICE

Jeanette Anderson is an 85-year-old Union City resident who suffered from heart problems for several years and became bedridden. In 2024, she was in Washington Hospital for a month waiting for her blood pressure and heartbeat to stabilize so she could travel to UCSF Health to undergo surgery to fix her leaky heart valve. Following that surgery, she still had issues and was told she would have to return to UCSF for another procedure. That's when Washington Health Medical Group interventional cardiologist Harsh Agrawal, MD, let her know she could receive care locally. He determined a Watchman device would help Jeanette and protect her from the high risk of stroke. After the Watchman procedure, she felt better and with a little help from her two granddaughters who live with her, is back to taking care of herself. She thanks Dr. Agrawal and her pulmonary physician, Dr. Jason Chu, who she calls, "Beautiful doctors who are the best in the world!"

cut in the groin area instead of traditional open-heart surgery. TAVR patients generally feel immediate relief, recover quicker, and have less pain, blood loss, and chance of complications.

WATCHMAN PROGRAM

People with atrial fibrillation (AFib), or an irregular heartbeat, have traditionally relied on blood thinning medications to help prevent blood clots and strokes. However, these medications (also called anticoagulants) come with possible side effects and interactions with certain foods and other medications. Now there is a breakthrough called the Watchman device that can reduce the risk of stroke in AFib patients without the need for blood thinners.

The Watchman is a small, parachute-shaped medical device that closes off the left atrial appendage, which is a small pouch that extends from the heart's upper left chamber. In people with AFib, blood can pool in this appendage and form clots that can then travel to the brain, causing a stroke. A surgeon inserts the Watchman into position through a small incision in the groin using a thin, flexible tube called a catheter. The device can then help trap clots that may have formed, preventing them from traveling through the bloodstream.

A New Mission, Vision, Values and



Washington Hospital Healthcare System is now Washington Health. Along with our new name, we are proud to introduce a modern new look and logo as well as updated Mission, Vision and Values that represent the patient-centered, integrated health system we have become. This new brand signifies our commitment to whole-person health rather than “as needed” care and aligns with our new Mission, Vision and Values.

“Our new mission, name, and brand image wholly represent our organization that has evolved into a comprehensive health system offering advanced care to the Washington Township community that has faithfully supported us for more than 60 years,” says Washington Health CEO Kimberly Hartz. “Washington Health, with its refreshed new image, is well positioned to meet its mission to deliver exceptional, accessible, and personalized care to enhance the health and well-being of our diverse community for future generations.”

WHY THE CHANGE?

Since Washington Hospital opened in 1958, we have evolved from an independent community hospital serving an agricultural community with a population of 18,000 people. Now, Washington Health is a comprehensive health system with facilities beyond our original campus, a level II trauma center, and award-winning specialty services in orthopedics, neurosurgery, cardiovascular surgery, oncology, maternal and child health, and neonatal intensive care. Our service area has grown to include Fremont, Newark, Union City, south Hayward, and Sunol—home to a diverse and multicultural population of over half a million people. Given this evolution, it is time for our brand identity to reflect who we are today.

Brand for a New Era

WHAT IS CHANGING?

The first thing you may notice is our new name, Washington Health. Going forward, all entities associated with us, like the hospital, clinics, specialty services, and outpatient care centers will all have this name, as they are under the umbrella of one integrated health system. Many people know us as “Washington,” so that will stay the same. The word, ‘Health’ focuses on overall wellness, rather than “health care,” which relates to transactional medical care for a specific injury or illness. “Health” better represents our mission of helping people live healthier lives through prevention and proactive lifestyle choices.

Our new logo also has a fresh new look. The three different sized and colored elements represent the diverse communities we serve. The circular form brings the three elements into a cohesive whole, and the cyclical motion of the design symbolizes



continuous health outreach that fosters healthier communities. The two new blue colors promote a feeling of calm and freshness, while the familiar dark green pays respect to our rich history and deep community roots.

Along with the new brand image, Washington Health has updated and streamlined its Mission, Vision and Values.

You will begin seeing the changes on our main campus and satellite clinics as well as our online presence as new signage, printed pieces and digital media roll out in phases this year. The new brand will serve us well as we continue to grow alongside the community that has steadfastly supported us. We remain the award-winning organization our patients have come to expect as we continue to evolve with new, advanced services under our new name. Washington Health will continue to pursue its mission as an independent health care district established by the community for the community.

Our **Mission** is to deliver exceptional, accessible, and personalized care to enhance the health and well-being of our diverse community.

Our **Vision** is to be the trusted first choice for care, where everyone does their best work.

OUR VALUES ARE:

Excellence: Providing the highest standard of quality, safe, and accessible health care.

Patient-Centered Care: Putting the patient at the center of everything we do.

Compassion: Responding with care, empathy, and equity in every interaction.

Respect: Relating to each person with dignity—appreciating the uniqueness of each person and the contribution of each team member.

Integrity: Acting with honesty and accountability to do the right thing.



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

As the Chief Nursing Officer, I am honored to lead an exceptional group of nurses. I am constantly awed and appreciative of the hard work and dedication to our health system, our patients, their families and our community members.

Exemplifying their commitment to the nursing profession and patient care, a total of 87.9% of our nurses hold a Bachelor of Science in nursing and 26.8% hold a professional board certification

I am grateful for our nurses, physicians, clinicians, and staff members who continue to collaborate throughout our system to provide safe, caring and compassionate care. Washington Health first earned Magnet status in 2011 and the collaboration that I have witnessed will continue to be foundational in our Magnet journey. In the pages ahead, you will read about the key initiatives that nurses have completed—work that will be part of our fourth Magnet document.

This past year, we achieved remarkable milestones together. We started a level II Trauma Program and earned the Gold Seal of Approval from The Joint Commission as a Center of Excellence for Advanced Spine Surgery. This has taken a strong commitment to learning and engagement by every member of our health care team. The overarching impact has pushed us to improve processes, utilize new technology, and create new care pathways for the patients we serve.

Nationally, patient care is tracked very carefully to ensure hospitals are performing within set guidelines. Our hospital has consistently outperformed when compared against national benchmarks for patient falls with injury, catheter-associated urinary tract infections, central line bloodstream infections, and hospital-acquired pressure injuries. Our Infection Prevention Program increased hand hygiene surveillance leveraging a 100% accountability culture.

Looking ahead, we will continue to focus on our shared goals: enhancing patient safety, patient experience, and exceptional quality, while fostering a culture of collaboration. I am committed to providing the resources and support needed to thrive in all of our nursing roles.

I am incredibly proud of our team's ability to support one another, adapt to changing circumstances, and provide exceptional care. This strength has enabled us to navigate through tough times and continue to deliver the highest standard of patient care.

With heartfelt appreciation to our nurses, Board of Directors, Chief Executive Officer Kimberly Hartz, and our supportive community,





DAISY Award Winners



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 Health has recognized nurses through the DAISY Award program since 2005.

Nurses, nurse leaders, or teams of nurses are nominated for a DAISY Award by patients, visitors, and 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.

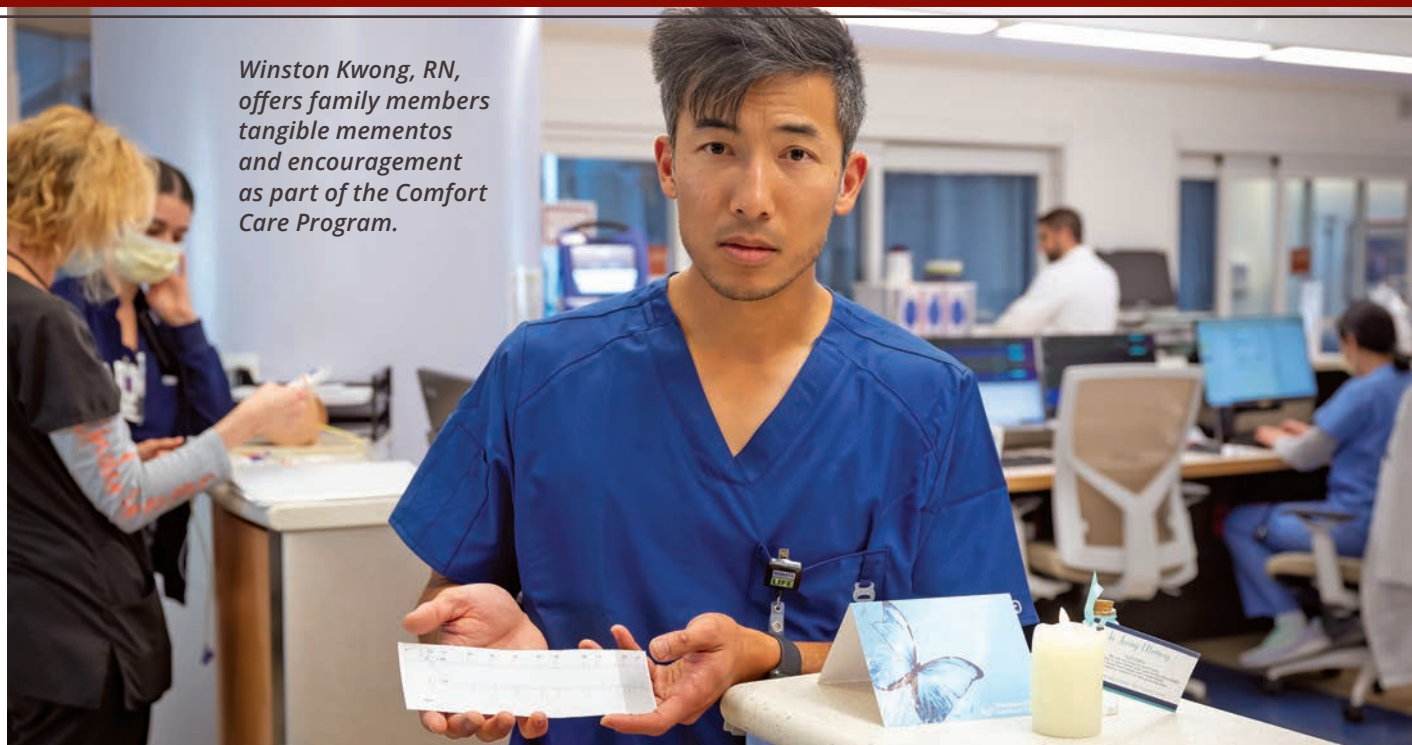
The 5th annual DAISY Team Award was awarded to 6 West for their work in achieving The Joint Commission Advanced Certification in Spine Surgery. This group of highly skilled nursing professionals and interprofessional team members care for patients after various surgical procedures, including patients who have sustained a traumatic injury. The team is comprised of registered nurses, nursing assistants, rehabilitation therapists, physicians, and physician assistants.

DAISY AWARDEES

Congratulations to the below recipients of the DAISY award.

Dec., 2023	Valerie Davidson, RN, Staff Nurse II, 6 West
Dec., 2023	Katherine Robinson, RN, Nurse Manager 4 West (Nurse Leader award)
March, 2024	Jonah Samoy, RN, Staff Nurse II, Operating Room
May, 2024	DAISY Team Award, 6 West Spine Team
July, 2024	Lydia Swanson, RN, Staff Nurse II, Emergency Department
Sept., 2024	Katelyn Noyes, RN, Staff Nurse II, Birthing Center

Is there someone you would like to nominate for a DAISY Award for the care you received at Washington Hospital? You are invited to email DAISY@WashingtonHealth.com.



Winston Kwong, RN, offers family members tangible mementos and encouragement as part of the Comfort Care Program.

End-of-Life Comfort Care Program

Since fall 2023, significant strides have been made in fostering a supportive environment for both patients and families, while also addressing the emotional needs of health care providers. As we move forward, continued focus on education, resources, and compassionate practices will ensure that we meet the challenges of end-of-life care with dignity and respect.

The End-of-Life Comfort Care Program achieved several key learning objectives:

- **Care of the dying patient:** Emphasizing the nonlinear nature of grief, nurses are trained to identify where patients and their families are on the grief spectrum, enabling tailored support.
- **Holistic assessment:** Nurses conduct thorough assessments focusing on respiratory function, hygiene, comfort, and psychosocial needs, ensuring comprehensive care.
- **Family engagement and education:** Actively listening to and engaging family members enhances their understanding of care processes and facilitates their involvement.
- **Implementation of comfort care protocols:** The introduction of a Comfort Care Bundle supports patients' needs and those of their families.

Comfort Care Bundles are offered when patients transition to comfort care. These bundles include the offering of tangible mementos such as a lock of hair, heart rhythm strips, and condolence cards.



Recognizing the emotional toll on health care workers, the End-of-Life Comfort Care Program promotes the use of available resources, including:

- Spiritual Care Coordinator who provides guidance and support to both staff and families.
- Resilience & Emotional Support Team (REST) who offers mental health support for health care workers.
- Employee Assistance Program (EAP) that encourages all staff to prioritize their well-being.

The Washington Health End-of-Life Comfort Care Program is supported by our mission to deliver exceptional, accessible, and personalized care to enhance the health and well-being of our diverse community.



Emergency Department RNs.



Prior to certification, trauma teams complete extensive hands-on training.

Specialized Trauma Training for Nursing

Traumatic injuries account for 15% of Alameda County Emergency Medical System (EMS) transports, with about 5,500 trauma alerts annually, including pediatric trauma alerts. The Washington Health Trauma Center opened July 1, 2024. We are committed to facilitating the transition of trauma patients from the pre-hospital setting throughout the acute phases of trauma care through rehabilitation.

ONGOING TRAUMA EDUCATION AND CERTIFICATIONS

In preparation for trauma care, our staff underwent an immense amount of trauma education. Trauma Nursing Core Curriculum (TNCC) is a nationally recognized course for Emergency Department (ED) nurses to learn a systematic approach to assessing trauma patients. To date, 92% of our ED nurses have completed it. Advanced Trauma Life Support (ATLS) trains physicians to assess and care for patients in the acute phase of trauma. All of our ED physicians are ATLS certified. Trauma Care After Resuscitation (TCAR) educates Critical Care nurses on detailed resuscitation and interventions needed to manage trauma patients. To date, 75 CCU nurses have completed this class and more are scheduled for 2025.

An eight-hour trauma basics class was designed to provide staff detailed information about mechanism of injury, specifics about anatomy and physiology that effect trauma patients, and other important trauma topics. More than 350 staff members from nursing, rehabilitation, pharmacy, and other departments

attended this one-day class. Trauma surgeons, orthopedic surgeons, and other doctors also presented to staff and physicians on trauma specific topics. Robust education continues this year with classes, case studies, and lectures for our staff.

Education does not stop at the doors of Washington Health. Our trauma team is working to educate our community about injury prevention including the Heimlich maneuver; helmet wearing and pedestrian safety; fall prevention; and Stop the Bleed classes. We are pleased to offer complimentary classes and seminars about health and safety to our community.

Specialty-trained trauma nurses from the Operating Room (right) and 6 West.



Keeping Patients Safe

FALL PREVENTION

It is estimated that one-third of hospital falls are preventable through effective fall prevention programs. Reducing the risk of falls during hospitalization is one of our top priorities as falls can lead to serious injuries, longer hospital stays, and higher health care costs. Our goal is to maintain patient safety at all times. A member of our nursing staff conducts a fall risk screening on every patient. This helps us identify all patients who are a high risk for falls. Once identified, our team implements safety measures such as:

- Door signage
- Yellow bracelets and nonslip socks to easily identify high-risk patients
- Bed alarms

Most recently we implemented a new intervention utilizing chair alarms, which allows our patients to be up in the chairs for meals or additional comfort. These chair alarms assist in our goal of increasing mobility while still ensuring safety is maintained.

REDUCING THE RISK OF HOSPITAL-ASSOCIATED INFECTIONS

The Centers for Disease Control and Prevention states that about one in every 31 patients who become hospitalized will experience a hospital-associated infection (HAI). HAIs include central line-associated blood stream infections (CLABSI) and catheter-associated urinary tract infections (CAUTI).

At Washington Health, we are continuously working with the nursing staff to decrease this risk of HAIs for all of our patients. This effort is often in collaboration with different teams within the organization including Infection Prevention, and most recently, Information Services.



Telemetry Clinical Nurse Specialist Shiny George, RN, CNS and Telemetry Nurse Manager Danielle Webber, RN, provide special training to prevent falls to Telemetry and Medical-Oncology RNs and Rehab Services staff.

The nursing staff utilizes shared governance councils to discuss any practices that may impact patient outcomes. These meetings occur monthly and are integral to ensuring patients are receiving high-quality, safe patient care. The discussion often incorporates best practices utilized in organizations across the nation. As a result, we have implemented many different HAI prevention bundles that help promote positive patient outcomes.

LINE & CATHETER INFECTION PREVENTION

Line-associated infections account for about 75% of HAIs annually. At Washington Health, we begin each shift with a huddle and identify all patients on the unit with any central lines or Foley catheters—sharing awareness of needed interventions in order to decrease the risk of CLABSI or CAUTI while admitted. These interventions include:

- Monitoring the number of central line/catheter days.
- Assessing the indication and necessity of the central line/catheter in collaboration with physicians.
- Determining the need for medications that may help decrease the need for the central line/catheter collaboration with physicians.
- Providing chlorhexidine baths to patients with central lines/catheters.
- Following daily maintenance protocols.

The staff at Washington Health are committed to discovering and implementing tools to help us routinely outperform the national benchmarks in many HAI areas.

YEAR-TO-YEAR COMPARISON			
Year	CAUTIs	CAUTI Rate	CAUTI SIR
FY2021	22	2.63	3.31
FY2022	7	0.90	1.13
FY2023	7	1.01	1.33
FY2024	2	0.28	0.36

YEAR-TO-YEAR COMPARISON			
Year	CLABSIs	CLABSI Rate	CLABSI SIR
FY2021	9	0.86	1.08
FY2022	3	0.28	0.35
FY2023	0	0	0
FY2024	0	0	0

Since 2021, the number of these hospital-acquired infections has continually decreased and are better than the national benchmarks.



Donna Burdusis, RN, ONC, demonstrates how to benefit from an aromatherapy product.



Ayenat Felleke, RN; Joyce Calixto, RN; and Hye Ran, RN, collaborated to create and assess the Brain tool.

Supporting Research Projects

Postoperative nausea and vomiting (PONV) is a common issue for patients undergoing knee and hip replacements, affecting 20% to 83% of patients—often disrupting recovery. At Washington Health's Institute for Joint Restoration and Research (IJRR), Donna Burdusis, RN, ONC, identified QueaseEASE aromatherapy as a potential solution. Her choice followed a thorough literature review and once approved by the Institutional Review Board, a study was launched to evaluate its effectiveness.

Objective: Assess the impact of QueaseEASE aromatherapy on PONV compared to a placebo—both in combination with antiemetic medications.

Method: Participants were randomly assigned to QueaseEASE or placebo groups. Nurses tracked nausea levels before and after administration, and monitored antiemetic use.

Results: While no significant differences in nausea scores were observed, 59.19% of QueaseEASE users reported a positive impact, compared to 31.11% in the placebo group, enhancing their overall recovery experience.

This research highlights the value of exploring new, patient-centered approaches to care and the value of integrating holistic, patient-centered approaches. This study showcases Washington Health's focus on innovative, evidence-based practices and its dedication to improving both physical and emotional well-being of its patients.

ENHANCING NURSE SATISFACTION THROUGH SHARED GOVERNANCE

The integration of technology in health care, particularly through electronic health records, has been a significant shift in nursing practices, aiming to improve efficiency and patient care. At Washington Health, nurses play a key role in patient care, and their feedback is crucial when adopting new tools with technology. Recently, the hospital introduced a new tool called "Brain" to improve documentation efficiency. Many nurses, however, expressed concerns, prompting a study led by Joyce Calixto, RN, to assess its impact.

- **The "Brain" Tool:** The "Brain" tool was designed to streamline documentation.
- **Study Proposal:** Joyce Calixto, RN, along with the research team, proposed a study to evaluate the tool's effect on nurse efficiency and satisfaction. The study was approved by the Quality Council and the hospital's Institutional Review Board.
- **Study Results:** The study found that the "Brain" tool did not improve documentation efficiency (what it was designed to do), but some nurses found it improved other chart functions.
- **Shared Governance:** This study emphasizes the importance of involving nurses in decision-making through shared governance, ensuring their voices are heard.

This study highlights the importance of continuously seeking feedback from nursing to ensure hospital systems meet their needs, ultimately leading to better care and a more supportive work environment.

Community Giving Promotes High-Quality Patient Care

The Washington Health Foundation had a banner 2024 year, with fun, fruitful fundraising events; a successful result to their biggest capital campaign to date; and the largest disbursement of funds to the hospital in the Foundation's history.

In May, 148 people participated in the 37th Annual Golf and Bocce Tournament, raising more than \$124,000 in gross proceeds. Those funds provided essential equipment for the hospital's operating rooms and Trauma Center. In October, the 38th Annual Top Hat Gala, an Evening in Italia, was a grand event resulting in over \$1 million in gross philanthropic donations. This money funded a new MRI machine for assessing trauma and other patients on our main campus. The following sponsors offered generous support of both these important Foundation events: Fremont Bank Foundation, Gonsalves & Kozachenko, Dearborn & Associates, Dryco, Sharon Gallacher and Family, Sisters of the Holy Family, and UCSF Health.

Last year marked the close of the Foundation's most significant fundraising effort to date, the campaign to fund expansion of the UCSF – Washington Cancer Center. Community leaders, hospital employees, physicians and corporate partners donated more than \$11.1 million dollars towards their goal of \$12 million. The modern, newly expanded 15,000-square-foot cancer center will open in 2026, continuing to offer the latest in academic-level cancer care to our community. We especially thank the Fremont Bank Foundation, Paul and Sandi Bonderson, and John and Candace Hallquist for their support.

The Foundation's monumental 2024 disbursements to the health system totaling \$6.7 million will go a long way to support numerous clinical services and programs across the organization, including the UCSF – Washington Cancer Center expansion.

AMOUNT DISBURSED TO WASHINGTON HEALTH

- **Cancer Center Campaign** – Cancer Center Construction: \$5,872,651
- **Trauma Center:** \$229,354
- **Palliative Care:** \$167,000
- **Childbirth & Family Services:** \$46,409
- **Behavioral Health:** \$30,000
- **Other Programs & Services*:** \$362,631

*Nursing professional development, community health education, scholarships and lymphedema garments for patients.



The Washington Health Foundation welcomes support for the health system through these charitable giving programs:

Giving Tuesday – The Foundation collects donations for a specific program on this November national day of giving. In 2023, \$8,000 was raised for staff trauma training and in 2024, more than \$9,000 was collected for our cancer center expansion.

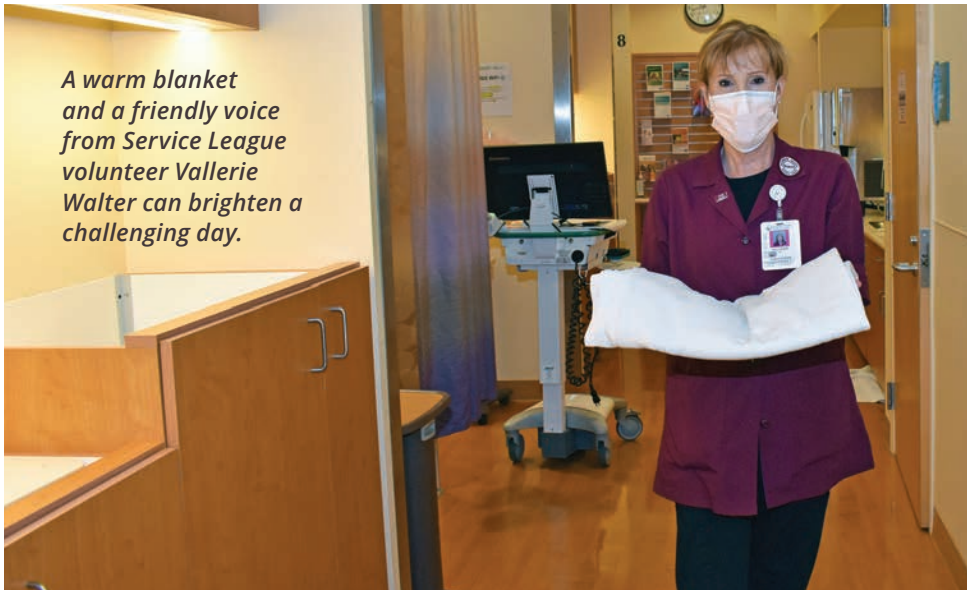
Honor a Caregiver Program – Patients and families can recognize a nurse, physician, staffer, or team that provided exceptional care, showing their gratitude with a donation.

In-kind Gifts – Local people and businesses donate in numerous ways including handcrafted cards and gifts for patients, travel vouchers for raffles, or restaurant meals for staffers.

Planned Giving/Legacy Society – Donors can have a gift to the hospital written into an estate plan or Will to benefit the health and well-being of your community now and into the future.

For more information on these programs and others, go to whhs.com/foundation or call 510.818.7350.

Volunteer Service Follows Health Care Career



A warm blanket and a friendly voice from Service League volunteer Vallerie Walter can brighten a challenging day.

February 2025 marks our Service League's 70th anniversary. At this time and every day, we celebrate our volunteers who have always been at the heart of this organization. Today, our Service League Volunteers don burgundy shirts and welcome people to our lobbies, sit with those at the end of life who might otherwise die alone, bring therapy dogs to cheer patients, cuddle newborn babies, wait with families of patients in surgery, run our gift shop, and so much more. In fiscal year 2024, 661 active volunteers, including high schoolers and adults, donated nearly 23,500 hours of service.

The Service League trains and provides service opportunities to people who want to "give back" to the hospital and community. Some of our outstanding volunteers are mothers who donate time during the school day and others are new retirees like Vallerie Walter, who worked in health care in Fremont for over 40 years, including 12 years in administrative management for the Washington Township Medical Foundation.

A lifelong Tri-City Area resident, Vallerie first developed a passion for health care at age 14 when she was tasked with caring for her mother after a radical mastectomy. From 1980 to 1990, while working and raising her own family, Vallerie volunteered at the hospital and was a member of our Service League Board. Now retired, she returned to the Service League, assisting nurses with nonmedical patient needs and assisting the Director of Volunteer Services.

"Being with my mother through breast cancer at a young age gave me the drive to help provide care for sick people and make what they're going through a little better," explains Vallerie. I love what the Service League stands for and accomplishes, plus I'm a loyal citizen of this health care district. Returning to volunteer here feeds my passion, enables me to give back to my community, and provides a purpose in my post-retirement life."



"As we enter the Service League's 70th year, I am reminded that what makes our volunteers exceptional is not just the time they give, but the care and dedication with which they serve. We honor those who came before us because they laid the foundation we stand on today, as we continue a legacy of compassion and strength that will inspire generations to come."

— **Sheela Vijay**
Service League President

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 2023–2024 Employees of the Month.

JULY 2023



Sandra Ureno
Environmental Services

AUGUST 2023



Zubieda Ramya
4 West

SEPTEMBER 2023



Veneranda Serpa
Patient Financial Services

OCTOBER 2023



Corrina Flores
Environmental Services

NOVEMBER 2023



Madhav Bhat
Information Services

DECEMBER 2023



Jasmine Lan
Pharmacy

JANUARY 2024



Lisa Nguyen
Case Management

FEBRUARY 2024



Katie Riechers
EEG

MARCH 2024



Caleb Patterson
Information Services

APRIL 2024



Soledad Fernandez
Environmental Services

MAY 2024



Cathy Keesee
Women's Center

JUNE 2024



Blesila Bautista
Central Transport, Lift Team

2023 – 2024 Financial Statements

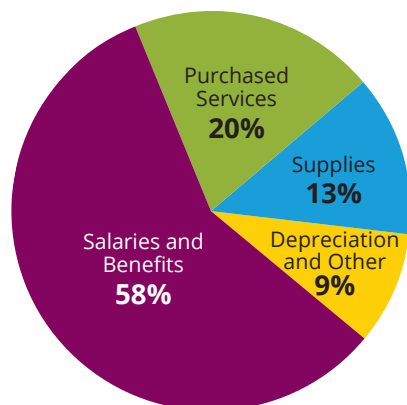
Washington Health provides many benefits to the community through its hospital, medical group, Foundation and other outpatient programs and services. One direct benefit that receives little notice is the health care that is provided for free, or for which the health system is not fully compensated. For the fiscal year ending June 30, 2024 (FY24), Washington Health provided Charity care and uncompensated health care services for indigent patients and patients under the Medi-Cal and Medi-Cal Managed Care Programs estimated at \$78.0 million in FY24 and \$82.0 million in FY23. Uncompensated health care services provided to patients under Medicare and Medicare HMO programs were estimated at \$168.0 million in FY24 and \$159 million in FY23. Washington Health also provided a myriad of health education and wellness programs that are available to the general public.

The FY24 net loss is \$14.8 million compared to a net loss of \$41.0 million in FY23. The improvement was driven primarily by higher net patient revenue offset by increasing consolidated operating expenses, particularly in salaries and employee benefits. In addition, compounding inflationary pressures also resulted in higher cost of supplies and services. Despite the operating loss in fiscal year 2024, the health system continues to experience volume improvements. Inpatient and outpatient revenue improved by \$37.1 million from FY23 and is expected to increase as a result of key upcoming strategic and operational improvement initiatives. The health system also continues to explore and cultivate opportunities to improve its financial performance in both the short and the long-term that should result in positive results of operations.

Overall, Washington Health still 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.

Operating Expense Distribution

Fiscal year ending
June 30, 2024



WASHINGTON HEALTH*	FY 2024
Admissions	10,459
Patient Days	57,134
Deliveries	1,464
Surgery Cases	5,665
Outpatient Visits	342,419
ER Visits	60,723
Physicians on Staff (as of June 30, 2024)	626

BALANCE SHEET (in \$000s)

Current Assets	\$	195,937
Assets Limited as to Use		371,885
Capital Assets, net		599,235
Other Assets		43,367
Deferred Outflows of Resources		38,355
Total Assets and Deferred Outflows	\$	1,248,779
Current Liabilities	\$	150,919
Long-Term Debt		699,969
Other Long-Term Liabilities		120,333
Deferred Inflows of Resources		27,946
Net Position		249,612
Total Liabilities, Deferred Inflows and Net Position	\$	1,248,779

INCOME STATEMENT (in \$000s)

Net Patient Service Revenue	\$	634,120
Other Revenue		18,391
Total Operating Revenue		652,511
Salaries and Benefits		395,447
Other Expenses		286,577
Total Operating Expenses		682,024
Operating Loss		(29,513)
Non-Operating Income & Other Changes, net		14,744
Net Loss	\$	(14,769)

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

POSTAL CUSTOMER

Identifying and Responding to Health Care Needs

Washington Health conducts research to identify specific community needs

Washington Health conducts a comprehensive Community Health Needs Assessment (CHNA) every three years. The purpose of this study is to identify health issues affecting local residents. We use the resulting data to develop education programs specifically tailored to our community members so they can stay on top of their health and wellness.

For example, the 2023 CHNA found Union City residents had more Emergency Department visits, hospitalizations, and deaths related to heart disease and stroke compared to other cities in our health care district. In direct response, last September, we hosted a Heart Health Fair at our Nakamura Clinic in Union City. More than 300 people attended and benefited from free on-site heart health screenings, discussions with

specialized physicians, fitness classes, informational booths, and numerous fun events for families.

Throughout the year, the hospital also offers complimentary and low-cost health care seminars, events, classes, and support groups for local community members of all ages. No matter what medical insurance you have or where you go for your health care, we invite you to use these helpful resources.

Many of our offerings are described in our Health & Wellness Catalog. To see an online copy, go to whhs.com/events, or scan this QR code.



To read our latest Community Health Needs Assessment, visit whhs.com/CHNA.

