Moments That Matter

FY2025 – 2026 Impact Report

Every moment is an opportunity to make a difference.
















By the Bay Health

Every Moment Matters.

Every day, across the communities we serve, there are moments that matter.



A nurse brings comfort to a patient at home. A family caregiver feels supported and understood. A grieving child discovers they are not alone. A student sees a future for themselves in home-based healthcare. A community partner opens a door. A donor makes it possible for someone to receive care regardless of their ability to pay.

Individually, these moments may seem small. Collectively, they create something extraordinary.

At By the Bay Health, we believe every interaction is an opportunity to make a difference. It is the idea at the heart of our commitment to Care Excellence and it extends far beyond the care we provide at the bedside.

It lives in the partnerships we build, the people we invest in, the families we support, the communities we strengthen, and the generosity of those who believe that compassionate, quality, community-based care should be available to everyone.

Together, these moments become a movement. A movement that has sustained independent, nonprofit healthcare in our communities for more than five decades.

This Impact Report celebrates the Moments That Matter and the thousands of people who make them possible.

Your generosity creates moments that otherwise might never happen. Together, we are preserving something that matters: independent, nonprofit, community-based care.

Skelly Wingard, RN, MSN, PHN

Chief Executive Officer

Thousands of Moments. One Shared Purpose.

9 counties served in the San Francisco Bay Area

5,595 patients who received care and **$5.2M** in community investments:

- **4,703** adult hospice and palliative care patients
- **796** home health patients
- **96** pediatric patients
- **875** community members who received grief counseling
- **1,142** direct grants to patients and families to total **$1.1M** in programs and services
    - **$685K** in Caregiving grants
    - **$50.2K** in Quality of Life grants
    - **$41.7K** in By the Bay Wishes grants
    - **$31.9K** in My Life grants
    - **$234.9K** in Indigent Burial grants
    - **$10.4K** in Patient Related grant spending
- **$4.1M** in uncompensated care and community services
- **299** volunteers + **26,317** volunteer hours + **4,260** patient encounters

Behind every number is a person, a family, and a moment when care mattered.

Across Northern California, By the Bay Health, Hope Hospice, and Mission Hospice are helping more people receive compassionate care and support in the place they call home. Our growing network brings together exceptional clinicians, dedicated employees, volunteers, donors, and community partners around one shared purpose: to be there when our communities need us most.

The impact of that commitment can be measured in patients served, families supported, communities reached, and lives touched. Yet our greatest impact is found in the individual experiences behind those numbers.

Together, thousands of moments of care, connection, generosity, and compassion are creating healthier, stronger, and more supported communities.

Care When It Matters Most.

The most meaningful moments in healthcare often happen in the most familiar place: home.

Across hospice, palliative care, pediatric care, home health, and bereavement support, our interdisciplinary teams meet patients and families where they are, providing expert care grounded in compassion, dignity, and respect.

Dedicating ourselves to excellent care means recognizing that every interaction matters. It is listening closely to what a patient wants. Helping a family navigate what comes next. Managing symptoms so someone can spend meaningful time with the people they love. Supporting a caregiver who needs reassurance or simply being present when words are not enough.

These moments may last minutes, hours, or months. Their impact can last a lifetime. It is why we continually invest in our people, clinical quality, and care excellence so every patient and family receives the exceptional care they deserve.

"There were so many days that you became a lifeline for us. Your visits were filled with compassion not only for our father, but for us, his family, as well. Diligently, you explored every avenue to make him more comfortable as he relentlessly fought for his life throughout his battle with pancreatic cancer. We are forever grateful to you all."
- Hospice patient family member

The Queen of El Rio.

Glo was more than a hospice patient. She was a beloved San Francisco personality, known throughout her neighborhood and especially, at El Rio, the local club that once created a T-shirt in her honor proclaiming her the "Queen of El Rio."

When Glo, a 49-year-old woman with Down syndrome and Alzheimer's disease, came into our care, her sister had been her lifelong caregiver. As Glo's health declined, the demands of caregiving became overwhelming.

Our hospice team cared for them both. Volunteers brought companionship, Reiki, comfort, and precious moments of respite. Through our Patient Wellness Fund, donor support provided additional caregiving, specialized comfort items, and assistance with final expenses.

In Glo's final chapter, the moments that mattered were about more than medical care. They were about seeing the person behind the diagnosis, honoring a life deeply loved, and caring for the sister who had always been by her side.

Because every person deserves to be seen, celebrated, and cared for until the very end.

This Moment Mattered.











Investing in the Future of Care.

Some moments change not only a life, but what someone believes is possible.

Through ***Pathways to Care Careers***, scholarships, internships, educational partnerships, and professional development, we are investing in the people who will shape the future of healthcare in our communities.

Students are gaining firsthand exposure to healthcare careers. Aspiring nurses are receiving financial support and opportunities to learn alongside experienced clinicians. Employees are developing new skills and growing into leadership roles. Together with our education and community partners, we are creating pathways that connect local talent with meaningful careers in healthcare.

These investments address an urgent workforce need while creating something equally important: opportunity.

By inspiring and preparing the next generation of compassionate healthcare professionals, we are helping ensure that exceptional, culturally responsive, community-based care will be here for the people who need it tomorrow.

This Moment Mattered.



San Marin High School Interns at By the Bay Health

"The internship opportunity at By the Bay Health changed my life, and I am so sure that hospice is the line of work for me. That summer I spent at BTBH, with and around professionals who shared their passions and beliefs in their mission, I realized how much there was for me to do around my community."
– Camilla, High School intern, 2025 cohort

Stronger Because We Are Connected.

No single organization can meet the needs of a community alone.

Our impact is strengthened by relationships with healthcare providers, schools and universities, community organizations, local government, businesses, volunteers, and advocates who share our commitment to improving the lives of the people we serve.

Together, we are expanding access to care, educating communities about serious illness and end-of-life choices, supporting family caregivers, preparing the next generation of healthcare professionals, and creating new ways to reach people who need support.

Every partnership begins with a moment of connection: a conversation, a shared idea, or the recognition that we can accomplish more together than we can alone.

This Moment Mattered.



"By the Bay Health exemplifies what it means to be a true community partner. Their investment in Marin County students through this innovative career pathway program and their industry leadership on addressing the healthcare workforce shortage is making a profound impact on our schools and helping prepare the next generation of healthcare professionals." – John A. Carroll, Marin County Superintendent of Schools

Your Generosity Makes These Moments Possible.

Generosity has the power to turn compassion into action.

Every gift to By the Bay Health, Hope Hospice, and Mission Hospice helps extend our mission beyond what traditional healthcare reimbursement alone can provide. Philanthropic support helps us care for people regardless of their ability to pay; provide grief and bereavement resources to families and children; invest in the next generation of healthcare professionals; and respond to emerging needs throughout our communities.

For over five decades, community support has helped sustain our nonprofit mission. Today, that partnership is more important than ever.

Our donors are not simply supporting programs. They are creating moments of comfort, dignity, opportunity, connection, and hope for people they may never meet.

We are deeply grateful for your trust and partnership, and we remain committed to stewarding every contribution responsibly so your generosity can make the greatest possible difference.



Longtime Tri-Valley community leaders Kathleen and Jim Berriatua, together with The Club at Castlewood Board President Mark Mullaney and Castlewood leadership, spearheaded Castlewood Plays for Hope as a meaningful way to give back and strengthen support for Hope Hospice. Building on more than a decade of involvement with the Hope 100 fundraiser, the Berriatuas worked alongside Castlewood leaders and the Hope Hospice team to expand that tradition into a 3-day fundraiser featuring golf, pickleball, tennis, bocce and a golf skills challenge, followed by a Sunday community dinner, live and silent auctions, and Fund-a-Need. The inaugural event brought together Castlewood members, local businesses, sponsors and neighbors in support of Hope Hospice's nonprofit mission, raising more than $460,000 to help provide compassionate hospice care and essential services for patients and families throughout the Tri-Valley and neighboring East Bay communities.

A Place to Belong.

For a grieving child, finding someone who understands can be the moment that changes everything.

This summer, children and teens from across the Bay Area came together at By the Bay Camp to remember someone they loved, build friendships, and discover they were not alone in their grief. They laughed, played, shared stories, honored the people they missed, and found comfort among others who understood.

Our donors make every one of these moments possible. Their generosity provides the camp experience at no cost to families: from meals and activities to grief support and a caring community of volunteers. A gift becomes a new friendship. A shared memory. A moment of laughter after loss. A safe place for a child to talk about someone they miss.

Most important, donor generosity gives grieving children something that cannot be measured in dollars: the comfort of knowing they do not have to face grief alone.

These Moments Mattered.



A Place for What Matters Most.

"Our first contact was with Gabby, and from the very beginning, she was compassionate, patient, and reassuring. She walked our family through every step, answered our questions, and helped us understand what to expect during a very difficult time.

Once we arrived at Mission House, the entire Redwood City team was kind, caring, sensitive, and attentive. They cared for our loved one with dignity while also making sure our family felt supported.

Mission House is a beautiful home, thoughtfully arranged to feel peaceful, warm, and comforting. It gave our family the privacy and space to focus on what truly mattered—the precious time we had left together.

I'm extremely grateful to Gabby and the entire Redwood City team. Their kindness made a lasting difference for our family, and we will never forget the care they gave us."

-Reina Gil- (from a 5-star Google Review)

"I'm so grateful for the care my sister received at Mission House. It allowed our family to just focus on being by her side. If you are looking for a team that provides truly loving, hands-on care, they're a great choice. Thank you."

- Kenneth Williams



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6801 Koll Center Parkway
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Pleasanton, CA 94566
Main: (925) 829.8770

Mission Hospice
66 Bovet Road, Suite 100
San Mateo, CA 94402
Main: (650) 554.1000

Revenue

Program Reimbursement	**$89,503,663**
Fundraising	
Planned Gifts	$1,344,368
Donations & Contributions	$ 2,837,043
Events	$755,135
Grants	$186,000
Fundraising Revenue	**$5,122,546**
Other	
Retail Sales	$815,992
Lease Income	$873,995
Investment Earnings	$17,164,858
Other Revenue	**$18,854,845**
Total Revenue	**$113,481,054**
Expenses	
Program Services	$74,047,943
Community Care Programs	$3,628,564
Fundraising	$2,078,884
Retail	$765,228
General and Administrative	$16,824,904
Total Expenses	**$97,345,523**
Change in Net Assets	**$16,135,531**

By the Bay Health

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The Next Moment Is Ours.

Every moment captured in this report was made possible by someone who chose to care.

A clinician. A volunteer. A donor. A student. A caregiver. A community partner. A neighbor.

Together, we are building something larger than any one program, organization, or year of impact. We are preserving a model of healthcare rooted in community, guided by compassion, and committed to ensuring that everyone can receive exceptional care when they need it most.

There are countless moments still ahead of us.

And together, we can make the moments that matter possible.

By the Bay Health

bythebayhealth.org

Hope Hospice

hopehospice.com

Mission Hospice

missionhospice.org