



# Community Benefits Plan 2022

## Community Health Needs Assessment Report Implementation Strategies

NorthBay Medical Center  
1200 B. Gale Wilson Blvd.  
Fairfield, CA 94533

NorthBay VacaValley Hospital  
1000 Nut Tree Road  
Vacaville, CA 95687

## OVERVIEW & GENERAL INFORMATION

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Adopted by Authorized Governing Body:	March 7, 2022
Authorized Governing Body:	NorthBay Healthcare Group Board of Directors
Hospital Organization and EIN:	NorthBay Healthcare Group 94-1458282 4500 Business Center Drive, Fairfield, CA 94534

The written plan adopted by the Board of Directors is available to the public by request and online at [NorthBay.org](http://NorthBay.org), the website of the health care system.

### ABOUT NORTHBAY HEALTHCARE

NorthBay Healthcare opened its first hospital, then called Intercommunity Memorial Hospital, to patient care in 1960 and remains Solano County's only locally based, locally managed nonprofit healthcare organization. NorthBay Medical Center in Fairfield and NorthBay VacaValley Hospital in Vacaville are known for providing quality services.

Our hospitals offer 24-hour emergency care, intensive care and sophisticated surgical and diagnostic services. Both have maintained accreditation from The Joint Commission.

NorthBay Healthcare is a member of the Mayo Clinic Care Network.

The 154-bed NorthBay Medical Center is a center of excellence for maternal and child services and a Baby-Friendly Designated hospital. Our Newborn Intensive Care Unit provides the most sophisticated services for premature or ill newborns within 50 miles. The hospital also hosts a level II Trauma Center verified by the American College of Surgeons and the NorthBay Heart & Vascular Center, the only civilian open-heart surgery center in the county. The NorthBay Center for Neuroscience is located on the campus. The Emergency Department is a Chest Pain Center and STEMI Receiving Center.

Both NorthBay Medical Center and the 50-bed NorthBay VacaValley Hospital have 24/7/365 Emergency Services, a helipad to receive and transport critically ill patients; are Certified Stroke Centers and designated to deal with pediatric emergencies.

Other keynote services include the NorthBay Cancer Center on the Vacaville campus, the county's first such nationally accredited center. The VacaValley Wellness Center and the VacaValley Health Plaza host orthopedic specialties, pain management and hyperbaric medicine, as well as NorthBay HealthSpring, a medical fitness center.

The NorthBay Center for Primary Care, with offices in Fairfield, Vacaville and Green Valley, is a partnership between NorthBay Healthcare and a group of highly respected physicians who are part of

NorthBay Medical Group. It comprises board-certified family practice physicians, internists and pediatricians and affiliated physician specialists throughout the Solano County region.

NorthBay Healthcare leads the way in providing advanced medicine to the people of Solano County. Our compassion, our commitment to excellence and the depth and breadth of our services, is a testament to our enduring commitment to the local community. We strive to ensure that local residents remain near home for most of the health care services they will need in their lifetimes.

## **NORTHBAY HEALTHCARE'S HISTORY OF COMMUNITY BENEFIT**

NorthBay Healthcare is committed to improving the health of the Solano County community. To augment our independent efforts, NorthBay Healthcare also pursues its mission through participation in a variety of coalitions within the community. Our board of directors understands that medical care is not the only factor that influences community health. Adequate housing and nutrition, education, employment and a feeling of hope and well-being also impact community wellness. By working with civic agencies, nonprofit organizations and health care partners, NorthBay Healthcare is able to reach beyond the walls of our facilities and positively affect a number of community health needs, in addition to medical care.

NorthBay Healthcare works collaboratively with a network of other community organizations. We are able to offer an array of health care services – our area of expertise – and benefit from the expertise of others in addressing broader social issues. NorthBay Healthcare and our board of directors play an integral role in the governance, funding and implementation of community health improvement projects.

Embracing community wellness, NorthBay Healthcare each year partners with nonprofit organizations, educational institutions, public safety agencies, as well as Solano Public Health Department, to conduct activities, to build facilities and to operate programs that directly and indirectly improve the quality of life of local residents. The goal of each of these partnerships is to encourage healthy behavior, and therefore, address the needs identified in the assessment.

## **WHO WAS INVOLVED IN THE ASSESSMENT**

NorthBay Healthcare worked with Kaiser Permanente and other partner organizations with similar service areas in Solano County at the onset of the Community Health Needs Assessment to develop a coordinated approach to primary data collection. NorthBay Healthcare then collaborated with the same group to determine the list of significant health needs based on both primary and secondary data. NorthBay Healthcare specifically worked with Solano County partners, Kaiser Foundation and local service providers to then prioritize the identified health needs.

Collaborative NorthBay Healthcare partners:

1. Kaiser Foundation
2. Sutter Health

Additional partners:

1. Solano County Health and Social Services
2. Community Health Insights (CHI)

## CONSULTANTS INVOLVED IN THE ASSESSMENT

Harder+Company Community Research (Harder+Company) is a social research and planning firm with offices in San Francisco, Sacramento, Los Angeles, and San Diego. Harder+Company works with public sector, nonprofit and philanthropic clients nationwide to reveal new insights about the nature and impact of its work.

Through high-quality, culturally responsive evaluation, planning and consulting services, Harder+Company helps organizations translate data into meaningful action.

Since 1986, Harder+Company has worked with health and human service agencies throughout California and the country to plan, evaluate, and improve services for vulnerable populations. The firm's staff offers deep experience assisting NorthBay Healthcare, health departments, and other health agencies on a variety of efforts — including conducting needs assessments, developing and operationalizing strategic plans, engaging and gathering meaningful input from community members and using data for program development and implementation.

Harder+Company offers considerable expertise in broad community participation, which is essential to both health care reform and the CHNA process in particular. Harder+Company is the consultant on several CHNAs throughout the state.

## LIST OF PRIORITIZED SIGNIFICANT HEALTH NEEDS

The following seven health needs were determined to be significant (in prioritized order):

- 1. Economic Security:** Economic security means having the financial resources, public support, career and educational opportunities and housing necessary to be able to live your fullest life.
- 2. Behavioral Health:** Behavioral health is the foundation for healthy living and encompasses mental illness, substance use and overdoses, as well as access to service providers for preventive care and treatment.
- 3. Access to Care:** Access to quality health care includes affordable health insurance, use of preventive care, and ultimately reduced risk of unnecessary disability and premature death.
- 4. HEAL:** Healthy Eating and Active Living (HEAL) relates to Fairfield/Vacaville service area residents' ability to shape their health outcomes through nutrition and physical activity.
- 5. Violence and Injury Prevention:** Direct and indirect exposure to violence and injury, such as domestic and community violence, have significant effects on well-being and health.
- 6. Housing:** Access to safe, secure and affordable housing is an important social determinant of health. Families with fewer financial resources are more likely to experience substandard housing conditions and the associated risks.
- 7. Maternal & Infant Health:** Mothers in the Fairfield/Vacaville service area face many barriers related to their own well-being and that of their children.

## 2021 IMPLEMENTATION STRATEGY

The following describes the strategy, tactics and approach NorthBay Healthcare will employ to address the seven significant areas identified in the 2019-2022 Community Health Needs Assessment. The plan describes programs and resources to be committed, expected benefit of each and evaluation metric to be used to gauge success.

### Economic Security

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<b>Initiative, Activity or Program</b>	Solano Economic Development Corp.
<b>Description</b>	As a leading financial supporter and through participation on the Board of Directors and the Solano EDC Advocacy Council, further the goals of Moving Solano Forward, a program of business attraction and job creation.
<b>Intended Outcome and Measurement of Success</b>	<p>Increase the employment base for all sectors of the community. Assist existing employers to remain in the community and increase the number of jobs available to local residents. Create partnerships that link educational institutions to workforce development.</p> <p><b>Measurement:</b> In a year-end report by the president and CEO of Solano EDC, enumerate the success in business and employment attraction, job and industry sector growth.</p>

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<b>Initiative, Activity or Program</b>	Chambers of Commerce
<b>Description</b>	As a financial supporter and through participation on the boards of directors of most of the nine chambers of commerce in Solano County, help the local business community flourish and retain existing jobs. In addition, conduct job and recruitment fairs to connect the unemployed to businesses that are hiring.
<b>Intended Outcome and Measurement of Success</b>	<p>Stabilize the local employment base during the pending economic downturn.</p> <p><b>Measurement:</b> Analyze each program conducted by local chambers of commerce at end of year to measure effectiveness.</p>

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<b>Initiative, Activity or Program</b>	Salvation Army Kroc Center of Suisun City
<b>Description</b>	Financially support the programs of the Kroc Center in the low-income neighborhoods of Suisun City operated by the Salvation Army.
<b>Intended Outcome and Measurement of Success</b>	<p>Provide families with recreation opportunities, health education, food distribution and support the Christmas Red Kettle program.</p> <p><b>Measurement:</b> Have Kroc Center operators report at year-end the success of connecting families with food, health and educational resources.</p>

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<b>Initiative, Activity or Program</b>	Vacaville Neighborhood Boys & Girls Club
<b>Description</b>	Through a community benefit grant, assist the Vacaville Neighborhood Boys & Girls Club with programs to assist low-income families by providing an out-of-school place that offers life-enhancing experiences, including healthy meals and activities.
<b>Intended Outcome and Measurement of Success</b>	Put children on a path to success by reducing dropout rates, obesity and violence. Assist families in making healthy choices for their children.  <b>Measurement:</b> Have programs reach at least 400 young people in the city of Vacaville’s most challenged neighborhoods.

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### Behavioral Health

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<b>Initiative, Activity or Program</b>	Address the behavioral health needs of the local homeless population, including patients post-discharge from local hospitals.
<b>Description</b>	Work with Solano County Health & Social Services as it constructs a new mental health services unit on Beck Avenue in Fairfield and it continues to create more access to services for discharged patients from NorthBay’s emergency services departments.
<b>Intended Outcome and Measurement of Success</b>	Provide seamless induction of homeless patients in need of mental health services upon discharge from NorthBay Healthcare’s two hospitals.  <b>Measurement:</b> Increase the number of patients discharged to local county services. Decrease the wait times for discharge.

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<b>Initiative, Activity or Program</b>	Horseplay Therapeutic Riding Center
<b>Description</b>	Located in Solano County, Horseplay Therapeutic Riding Center offers a year-round recreational riding program for special needs children and adults. Affiliated with the Professional Association of Therapeutic Horsemanship (PATH International), the nonprofit (tax ID #1766884) organization’s volunteers assist leading the horses and side-walking. A community benefits grant from NorthBay Healthcare will cover the cost of participation for dozens of riders, as well as boarding of horses at the center.
<b>Intended Outcome and Measurement of Success</b>	Participants in the program will develop strength and balance, and increased self-esteem, benefiting individuals with conditions such as cerebral palsy, spina bifida, multiple sclerosis, Down Syndrome, autism, brain injury or head trauma, visual and hearing impairments, mental or learning disorders and muscular dystrophy.  <b>Measurement:</b> Horseplay will continue its Solano County program throughout 2022 and provide a report on program costs and volunteer and rider participation.

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## Access to Care

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**Initiative, Activity or Program**

OLE Health Partnership

**Description**

NorthBay Healthcare and OLE Health, a federal qualified health center, will work together to increase access to care to the most vulnerable population of underinsured and non-insured residents of Fairfield. Through a community benefit grant program, NorthBay Healthcare provides clinic space to OLE Health on the campus of NorthBay Medical Center, a central location in proximity to the at-risk population.

**Intended Outcome and Measurement of Success**

More community members will access primary care, which will reduce utilization of emergency room resources, and patients of OLE Health who require hospitalization or specialty services will have better medical outcomes.

**Measurements:** OLE Health will operate a community health center for primary care on the campus of NorthBay Medical Center. Utilization of the center will increase gradually as NorthBay Healthcare and OLE Health explore expanding services.

Key indicators of success are:

- Increased utilization of primary care services at this location; and
- Effective use of additional space to be provided to OLE Health in the current site.

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**Initiative, Activity or Program**

Charity Care

**Description**

NorthBay Healthcare was founded 60 years ago to care for everyone in the community, regardless of their ability to pay for services. Health care, from the emergency department to specialty care to hospice is often provided free or at reduced prices to low-income patients. NorthBay, as the leading safety net health system in Solano County, is a disproportionate share hospital, meaning it provides the bulk of care to those who are uninsured or underinsured in the community. Charity care provided by NorthBay Healthcare is essential to local residents having access to high-quality care and services.

**Intended Outcome and Measurement of Success**

Provide access to care for as many of those who cannot afford the cost as possible.

**Measurement:** At year end, provide a report on the gross charity costs written off by NorthBay Healthcare and the total amount of un-reimbursed cost of charity care provided to patients, as well as the number of patients who received the benefit of the charity care program in 2022.

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**Initiative, Activity or Program**

Hospice & Bereavement Services

**Description**

NorthBay’s Medicare-certified hospice and bereavement services are offered to anyone, regardless of insurance or ability to pay, whether in the home, hospital, nursing home or board-and-care facility. The multidisciplinary staff includes a medical director, specially trained nurses, home health aides, social workers, chaplains, volunteers and a bereavement coordinator.

**Intended Outcome and Measurement of Success**

Increase the admission of hospice patients in 2022, extending the program’s reach in Solano County. Meanwhile, expand the pool of staff and volunteers to ensure the capacity to serve as many Solano County residents as possible. In addition, expand the community bereavement program to satisfy the growing demand for such services by military veterans and others in the community.

**Measurements:**

- Increase the number of hospice care days by 5 percent compared to 2021;
- Earn more exposure for the program with internal audiences and community news media to increase utilization by those it can help; and
- Increase participation, above 2021 levels, of community members in the Drop-in Bereavement Support Group.

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**HEAL: Healthy Eating and Active Living**

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**Initiative, Activity or Program**

Cardiovascular Disease Education

**Description**

Conduct community outreach initiatives to affect the public’s behavior in order to reduce the incidence and prevalence of cardiovascular diseases. The NorthBay Chest Pain Center will partner with the NorthBay Stroke Program to develop a cardiovascular health improvement plan, including but not limited to, educational offerings targeted to the identified populations at risk. To foster a shared understanding of the community’s cardiovascular risk, a partnership with the local EMS agency will be established to facilitate knowledge sharing and outreach collaboration. NorthBay health educators will conduct or attend community events at which time they will share information about Early Heart Attack Care (EHAC), risk factors, symptoms and signs of acute coronary syndrome (ACS), early warning symptoms, atypical heart attack symptoms, the importance of calling 911 and hands-only CPR.

**Intended Outcome and Measurement of Success**

More community members will receive education and information on prevention, early recognition and care for those at risk of having an acute cardiac event.

**Measurements:** NorthBay Chest Pain Center and Stroke Program, in 2022, will:

- Provide annual EMS educational activities offered to the primary EMS system(s) targeted to the needs of the various EMS scopes of practices for acute coronary syndrome recognition/treatment, cardiac arrest, and stroke;



- Offer or partner with a knowledgeable representative such as EMS to offer EHAC, hands-only CPR and defibrillator training to the general public through social media such as Facebook; and
- Partner with colleagues in public relations and marketing to use web-based platforms or social media to disseminate EHAC and hands-only CPR education to the community.

**Initiative, Activity or Program**

Meals on Wheels

**Description**

Provide financial assistance in 2022 to this program, which supports senior independence, health and well-being by regularly providing nutritious meals and human connection. Meals on Wheels of Solano County has been delivering meals to homebound seniors in Benicia, Dixon, Fairfield, Rio Vista, Suisun, Vacaville and Vallejo since 1977. A registered dietitian plans all of the menus. All meals meet 1/3 of the daily basic nutritional requirements for older adults; follow the Dietary Guidelines for Americans; and meet state regulations for food safety and sanitation. All meals are prepared and packaged fresh in a central kitchen in Suisun City.

**Intended Outcome and Measurement of Success**

Maintain steady delivery of nutritious meals and a human connection to homebound seniors in Solano County. Continue to recruit and train an adequate stable of volunteers to do deliveries.

**Measurement:** Sustain the number of meals delivered in 2021-22, or grow it in 2022-23.

**Initiative, Activity or Program**

Solano Land Trust Outdoor Programs for Children

**Description**

Solano Land Trust’s 12,000 acres are a key resource in Solano County to help combat the obesity epidemic and other health issues that could be solved with a more active lifestyle. The Land Trust’s programs are designed specifically for our community population and encourage as many people as possible to visit these properties. Many of the initiatives align and support the Community Health Needs Assessment.

**Intended Outcome and Measurement of Success**

Attract 15,000 visitors to Land Trust properties in 2021.

**Measurements:** Working with Solano Land Trust, accomplish these goals in 2021:

- Host 200 children, many from inner cities to Lynch Canyon Kite Festival.
- Create virtual and video content to be shared with local schools.
- Install interpretive QR code displays at Land Trust’s public parks.
- Create informational content accessible via QR codes.
- Hold Geocache scavenger hunts to get youth exploring natural spaces.
- When pandemic conditions improve, host field trips for at least 2,000 students.
- Utilize the Youth Steward Ambassadorship Program for educational offerings and youth outreach.
- Work with School Wellness Centers to encourage mindfulness, nature walks, and the mental and emotional benefits of being outdoors.

## Violence and Injury Prevention

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<b>Initiative, Activity or Program</b>	The Leaven
<b>Description</b>	The Leaven, a nonprofit organization, works with members of the local community – businesses, police and fire departments, local government, school administrators and teachers, church groups and concerned neighbors – to bring after-school mentoring and tutoring programs as a revitalization tool to struggling neighborhoods, where drop-out rates are out of control and gangs threaten the peace of the community. The Leaven operates centers in troubled neighborhoods in Fairfield.
<b>Intended Outcome and Measurement of Success</b>	Neighborhood children will continue to receive help with homework, nutritional education and health care advice.  <b>Measurement:</b> The Leaven, during the pandemic months, will continue to work with students remotely, but if and when students are able to return for in-person instruction, the program will rebuild its program to previous levels with financial assistance from NorthBay Healthcare.

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## Housing

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<b>Initiative, Activity or Program</b>	Nomadic Sheltering Program
<b>Description</b>	Solano Dream Center, a collaboration of local churches, initiated a nomadic sheltering program in Fairfield, taking in homeless individuals and providing shelter, food and personal hygiene services. The nonprofit organization accepts individuals referred from other churches and agencies, including local hospitals. Homeless patients discharged after receiving emergency services will be placed in nomadic shelter until they find alternative housing. NorthBay Healthcare will provide financial assistance to operate the nomadic shelter year-round in 2022.
<b>Intended Outcome and Measurement of Success</b>	Homeless individuals will be provided emergency shelter and be connected to employment assistance and other services to help them create a stable foundation from which to improve their overall health.  <b>Measurements:</b> Managers of the program will issue quarterly reports on utilization and success in connecting program participants to local social services.

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<b>Initiative, Activity or Program</b>	Vallejo Navigation Center
<b>Description</b>	A navigation center for homeless, providing basic medical services and wrap-around social services (employment help, housing options, etc.), the center is to be constructed in Vallejo. Originally planned to open in 2021, the preferred site became unusable after environmental assessments deemed it risky. NorthBay Healthcare already has committed \$150,000 to the project and has another \$50,000 pledged for start-up operations once the center opens.
<b>Intended Outcome and Measurement of Success</b>	<p>In 2022, the navigation center will select a new site, complete the permitting process and begin initial construction work with a targeted opening date in early 2024.</p> <p><b>Measurements:</b> The navigation center administration will report on:</p> <ul style="list-style-type: none"> <li>• Selection of a site;</li> <li>• Commencement of initial site preparation work; and</li> <li>• A timeline for construction completion and tentative opening date.</li> </ul>

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### Maternal & Infant Health

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<b>Initiative, Activity or Program</b>	Participate in California Perinatal Quality Care Collaborative (CPQCC) and California Maternal Quality Care Collaborative (CMQCC).
<b>Description</b>	Understanding how our hospital’s maternity care practices and outcomes differ by Race/Ethnicity is an essential step in working toward birth equity. CMQCC has adopted the definition of birth equity put forward by Joia Adele Crear-Perry, MD, Founder and President of the National Birth Equity Collaborative: <i>“The assurance of the conditions of optimal births for all people with a willingness to address racial and social inequities in a sustained effort.”</i>
<b>Intended Outcome and Measurement of Success</b>	<p>Use the California Maternal Data Center (CMDC) to not only track quality outcomes but to look at birth equity data in relation to quality care. Race and ethnicity data will be shared with the care providers at NorthBay Women and Children’s Services to identify next steps.</p> <p><b>Measurements:</b> Perinatal quality improvement RN will provide Race/Ethnicity data in quality improvement slides to be reviewed at medical staff meetings and physician/nursing leadership will collaborate on dissemination to frontline teams or interventions/education needed.</p>

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## NEEDS NOT ADDRESSED BY NORTHBAY HEALTHCARE

NorthBay Healthcare, in its 2021 Implementation Strategy, addresses each of the seven prioritized needs identified in the Community Health Needs Assessment. None are absent.

## OTHER COMMUNITY INVOLVEMENT AND SUPPORT

Through donations, sponsorship, community grants and active participation as volunteers and event coordinators, NorthBay Healthcare helps sustain other nonprofit groups, civic service groups and individuals working to improve the public health, create a safer community and enhance local educational institutions. The following are the major sponsorships and donations planned for 2021 calendar year:

<b>Organization</b>	Solano County Library Foundation
<b>Event, Activity, Program</b>	Fund Reach Out & Read, a program that gives free books to children ages 0 to 5 when a family makes a pediatric visit to a physician in NorthBay Center for Primary Care. In addition, support the annual SCLF Authors Luncheon at Rancho Solano Country Club, proceeds from which sustain the Reach Out & Read programs.
<b>Organization</b>	Rotary Clubs of Solano County
<b>Event, Activity, Program</b>	By sponsoring fundraising events of Rotary clubs in Vacaville, Fairfield and Suisun City, NorthBay Healthcare will assist the civic organization in conducting healthy activities, spelling bees, community service projects and other community development initiatives.
<b>Organization</b>	Grad Nite
<b>Event, Activity, Program</b>	Financially support local high schools that conduct a safe and sober graduation party for graduating seniors.
<b>Organization</b>	Little League and Softball Associations
<b>Event, Activity, Program</b>	Provide sponsorship of various leagues in Solano County to support healthy local sporting activities for boys in baseball and girls in softball programs.
<b>Organization</b>	Soroptimist International – Vacaville and Central Solano chapters
<b>Event, Activity, Program</b>	Provide corporate sponsorships for local clubs to help sustain programs that nurture women and young women, encouraging them to seek higher education and career development.
<b>Organization</b>	Scholarship Programs for Local Students
<b>Event, Activity, Program</b>	NorthBay Healthcare will provide scholarships to local students pursuing higher education, in and outside the medical profession. In 2021, they could include: <ul style="list-style-type: none"> <li>○ Touro University California Mosaic Project;</li> <li>○ Solano Hispanic Chamber of Commerce Scholarship Program;</li> </ul>

- Chinese American Association of Solano County;
- Solano Community College Foundation;
- Sudie M. Smith Foundation of Solano County;
- Vacaville Rotary Club;
- Asian Pacific Islanders American Public Affairs; and
- Others

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<b>Organization</b>	Salvation Army Kroc Center, Suisun City
<b>Event, Activity, Program</b>	Partner with the center to provide health education and free immunizations. Located in a disadvantaged neighborhood of Suisun City, the Kroc Center, founded by philanthropist Jane Kroc, provides at-risk children a safe haven to grow academically and physically.

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<b>Organization</b>	Children’s Network
<b>Event, Activity, Program</b>	Sponsor a fundraiser for the nonprofit organization that works to improve the lives of children in Solano County through education, advocacy, coordination of community services and community-based collaborates.

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<b>Organization</b>	Pink Lemonade and Midnight Sun Foundation
<b>Event, Activity, Program</b>	Sponsor fundraisers for each of the two major advocates for cancer survivors in Solano County. Pink Lemonade hosts patient and survivor retreats and support groups, and connects people to resources for information. Meanwhile, Solano Midnight Sun provides assistance and resources to those affected by breast cancer, offering temporary financial assistance to women who have experienced a financial hardship during their cancer treatments and need help paying for basic living expenses. It also promotes breast health and early detection, providing mammogram sponsorships to under-insured women.

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