



**Community Benefits Plan 2023
Community Health Needs Assessment Report
Implementation Strategies**

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

NorthBay Health VacaValley Hospital
1000 Nut Tree Road
Vacaville, CA 95687

OVERVIEW & GENERAL INFORMATION

Report Author	Diane Barney, Director of Marketing & Communications
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Authorized Governing Body:	NorthBay Healthcare Corporation Board of Directors
Hospital Organization and EIN:	NorthBay Health 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, the website of the health care system.

ABOUT NORTHBAY HEALTH

NorthBay Health 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. The organization became known as NorthBay Healthcare in 1987, and NorthBay Health in June 2022. NorthBay Health Medical Center in Fairfield and NorthBay Health VacaValley Hospital in Vacaville are known for providing quality services.

Our hospitals offer 24-hour emergency care and diagnostic services. Our Fairfield hospital offers acute surgical services and intensive care. Both hospitals have maintained accreditation from The Joint Commission.

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

The 154-bed NorthBay Health Medical Center provides excellent maternal and child services and is a Baby-Friendly Designated hospital. Our Newborn Intensive Care Unit (NICU) provides sophisticated services for premature or ill newborns. The hospital also hosts a level II Trauma Center verified by the American College of Surgeons. NorthBay Health Heart & Vascular Center is the only civilian open-heart surgery center in the county. NorthBay Health Neuroscience & Spine provides advanced procedures on the Fairfield campus. The Emergency Department is a Chest Pain Center and STEMI Receiving Center.

Both NorthBay Health Medical Center and the 50-bed NorthBay Health 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 NorthBay Health 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 and pain management.

NorthBay Health Primary Care, with offices in Fairfield, Vacaville and Green Valley, partners with the NorthBay Medical Group of highly respected physicians. It comprises board-certified family practice
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physicians, internists and pediatricians and affiliated physician specialists throughout the Solano County region.

NorthBay Health 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 service are 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 HEALTH'S HISTORY OF COMMUNITY BENEFIT

NorthBay Health is committed to improving the health of the Solano County community. To augment our independent efforts, NorthBay Health also pursues its mission through participation in a variety of coalitions within the community. Our boards of directors understand 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 Health 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 Health works collaboratively with a network of other community organizations. We are able to offer an array of health care services and benefit from the expertise of others in addressing broader social issues. NorthBay Health and our board of directors play an integral role in the governance, funding and implementation of community health improvement projects.

Embracing community wellness, each year NorthBay Health 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 Health worked with Kaiser Permanente and Kaiser's CNNA Data Platform, a web-based resource provided to our communities as a way to support community health needs assessments and community collaboration. Solano County Public Health partners shared additional data from their internal platforms and studies, and other online sources were referenced (e.g., kidsdata.org, California Healthy Places Index).

In an effort to include a wide range of community voices from individuals with diverse perspectives and experiences and those who work with or represent underserved populations and geographic communities within the NorthBay Health service area, NorthBay Health worked with Harder+Company staff, using several methods to identify communities for qualitative data collection activities.

First, Harder+Company staff reviewed the participant lists from previous CHNA reports in the same service area. Second, they examined reports published by local organizations and agencies (e.g., county and city plans, community-based organizations) to identify additional high-need communities. Finally, staff researched local news stories to identify emerging health needs and social conditions affecting community health that may not yet be indicated in secondary data. Importantly, the inclusion of service providers (through key informants and provider group interviews) and community members (through

focus groups) allowed us to identify health needs from the perspectives of service delivery groups and beneficiaries. NorthBay Health specifically worked with Solano County partners, Kaiser Foundation and local service providers to then prioritize the identified health needs.

Collaborative NorthBay Health partners:

1. Kaiser Foundation
2. Sutter Health
3. Solano County Public Health and Social Services

Additional partners:

1. Harder+Company consulting firm.
2. Community Health Insights (CHI) (Sutter’s consulting firm.)

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 Health, 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

Six health needs were determined to be significant (in prioritized order):

1. **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.
2. **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.
3. **Income & Employment:** Intrinsically related to all health issues from housing to behavioral health, income and employment are strong determinants of an individual’s health outcomes.

4. **Mental & Behavioral Health:** Mental and behavioral health are the foundation for healthy living, and encompass mental illness, substance use and overdoses, and access to service providers for preventive care and treatment.
5. **Community Safety:** Direct and indirect exposure to violence and injury, such as domestic and community violence, have significant effects on well-being and health. On average, residents of Solano County have higher rates of domestic violence hospitalizations, injury deaths (intentional and unintentional), and violent crimes compared to the state. Nearly half of seniors in the county have experienced a fall in the past year, and African Americans have nearly double the county rate of misdemeanor arrests, which are associated with negative health outcomes such as injury and substance abuse.
6. **Transportation:** Having access to transportation services to support individual mobility is a necessity of daily life. Without transportation, individuals struggle to meet their basic needs, including those that promote and support a healthy life.

2023 IMPLEMENTATION STRATEGY

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

ACCESS TO CARE

Initiative, Activity or Program	Charity Care
Description	NorthBay Health opened as Intercommunity Hospital in 1960 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 Health 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 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 2023.

Initiative, Activity or Program Description

Hospice & Bereavement Services

NorthBay Hospice & Bereavement will strive to reach more local patients who need hospice and bereavement services. NorthBay’s 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

NorthBay Hospice & Bereavement is aware that as many as 20-30 patients each month are receiving hospice care from out-of-county providers. It is NorthBay’s goal to deliver this service – which provides around the clock care and support for the patient and caregivers – to our Vacaville and Fairfield patients close to home. This also provides better continuity of care for patients in the program who may need hospitalization.

Measurements:

- Increase internal and community awareness of this program to ensure access and utilization by patients in need;
- Increase participation, above 2022 levels, of community members in the Drop-in Bereavement Support Group; and
- Host the annual Tree of Memories memorial service.

Initiative, Activity or Program Description

OLE Health Partnership

NorthBay Health 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 and surrounding areas. Since 2019, NorthBay Health has provided clinic space to OLE Health on the campus of NorthBay Medical Center, a central location in proximity to the at-risk population. For the first four years, NorthBay completely covered the cost of the location through a grant to OLE Health. Due to budgetary constraints, starting in the fall of 2023, NorthBay will provide that space for a reduced cost. NorthBay is also working to provide more space for expansion of the program.

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 continue to operate a community health center for primary care on the campus of NorthBay Medical Center. Utilization of the center will increase gradually as NorthBay Health 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 at the current site.

HOUSING

Initiative, Activity or Program Description	Opportunity House As a financial supporter of the Opportunity House shelter, operating under the auspices of Vacaville Solano Services Corporation (VSSC), NorthBay is supporting the leading homeless advocacy organization in Vacaville. It provides safe temporary housing and a sober work-to-housing program to homeless individuals and families since 1990.
Intended Outcome and Measurement of Success	Provides four comprehensive programs serving homeless adults and families (Opportunity House), homeless children living with their parents at our shelter (Children’s Health & Wellness), homeless and at-risk youth (My Friend’s House), and most recently, chronically unsheltered individuals (Vacaville Warming Shelter). Measurements: Reports from the organization outlining the number of temporary housing provided to families and at-risk youth with the financial donation of \$25K.
Initiative, Activity or Program Description	Vallejo Navigation Center 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.
Intended Outcome and Measurement of Success	Originally planned to open in 2021, the preferred site became unusable after environmental assessments deemed it risky. However, progress has been made to secure new land, start construction and expect an opening date in 2023. NorthBay Health already has committed \$150,000 to the project. Measurements: There is a balance of \$50,000 for the pledge NorthBay made to contribute to this program for a total of \$200,000 in support. The balance of the pledge will be paid upon the center’s opening.
INCOME & EMPLOYMENT	
Initiative, Activity or Program Description	Solano Economic Development Corp. As a leading financial investor 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.
Intended Outcome and Measurement of Success	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. Measurement: 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.

Initiative, Activity or Program	Chambers of Commerce
Description	As a financial investor of all nine chambers of commerce in Solano County, NorthBay aims to help the local business community flourish and retain existing jobs. In addition, support job and recruitment fairs to connect the unemployed to businesses that are hiring.
Intended Outcome and Measurement of Success	Stabilize the local employment base. Measurement: Analyze the success of local chambers of commerce to help the business community flourish.

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

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

MENTAL & BEHAVIORIAL HEALTH

Initiative, Activity or Program	Address the behavioral health needs of the local homeless population, including patients post-discharge from local hospitals.
Description	Work with Solano County Health & Social Services as it opens its a new mental health services unit on Beck Avenue in Fairfield in January 2023. The facility should create more access to services for discharged patients from NorthBay’s emergency services departments.

Intended Outcome and Measurement of Success Provide seamless induction of homeless patients in need of mental health services upon discharge from NorthBay Health’s two hospitals. The facility will accommodate a total of 32 people: 16 persons needing Board & Care level housing, and 16 persons needing intensive residential mental health treatment.

NorthBay has toured the facility, and is networking and creating ongoing partnerships with Solano County, and with the identified vendor who will be operating the facility.

NorthBay is represented in committees related to the mental health needs of our patients and residents:

- The PES/LPS (Psychiatric Emergency Services/Lanterman Petris Short) Meeting- facilitated by the Department of Health & Social Services
- Solano County Mental Health Advisory Board
- NorthBay Health Behavioral Health Task Force Committee- facilitated by NB

Measurement: Decrease the wait time for discharge of homeless patients by utilizing this additional resource.

Initiative, Activity or Program Description Horseplay Therapeutic Riding Center

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 Health will cover the cost of participation for dozens of riders, as well as boarding of horses at the center.

Intended Outcome and Measurement of Success 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.

Measurement: Horseplay will continue its Solano County program throughout 2023 and provide a report on program costs and volunteer and rider participation.

COMMUNITY SAFETY

Initiative, Activity or Program **Participate in California Perinatal Quality Care Collaborative (CPQCC) and California Maternal Quality Care Collaborative (CMQCC).**

Description 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, M.D., Founder and President of the National Birth Equity Collaborative: *“The assurance of the conditions of optimal births for all people with a willingness to address racial and social inequities in a sustained effort.”*

Intended Outcome and Measurement of Success 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 Health Women’s Services to identify next steps.

Measurements: Our perinatal quality improvement nurse 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.

Initiative, Activity or Program Description **Cardiovascular Disease Education**

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 2023, 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 Description **Injury Prevention and Education**

Conduct community outreach initiatives to affect the public’s behavior when it comes to falls, CPR training, AED training, drug use and more:

- NorthBay Health Emergency Services does outreach to provide:
- Fall prevention education
- Hands-free CPR training (to the community at large and to schools)

- Support EMS Week to raise awareness of the role first responders play in medical emergencies.
- Training and education for EMS.
- Narcan Distribution Center and drug abuse counseling program: We are the only entity in Solano County to offer this service and distribute Narcan to EMS and other hospitals.
- Child safety seat demonstrations.
- Provide bicycle helmets to at-risk students.

Intended Outcome and Measurement of Success

More community members will receive education and information on prevention, safety skills and training and drug abuse counseling.

Measurements: A report on the success of NorthBay Health’s Emergency Services outreach efforts.

Initiative, Activity or Program Description

NorthBay Sponsored Health Care Lyft Program

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 2023.

Measurements: Working with Solano Land Trust, accomplish these goals in 2023:

- Host 500 participants, many from inner cities to Lynch Canyon Kite Festival.
- 800 attendees at the Rush Ranch Open House
- 2,500 children from elementary school to college attending outdoor educational programs on the land
- 1,000 people attending hikes and other land-based activities
- Year-round visits to Solano Land Trust’s lands to hike, bike or ride horses, giving them the opportunity to get outside and move their bodies.

TRANSPORTATION

Initiative, Activity or Program Description

Health Care Lyft Option

While NorthBay Health does not have the scope or authority to address overall transportation issues in Solano County, but we do maintain a program intended to assist patients struggling with transportation needs. A social services representative meets with each patient to determine their need and connects them to the service, if appropriate. Each year, NorthBay Health pay thousands for a Health Care Lyft option that is free for patients to travel to and from Emergency Department visits and for follow-up appointments.

Intended Outcome and Measurement of Success

Measurements:

- The number of rides provided by this program to patients who otherwise would not have appropriate transportation for their health care needs.
- An assessment of how to best make patients in need aware and ensure that the right patients receive the assistance.

OTHER COMMUNITY INVOLVEMENT AND SUPPORT

Through donations, sponsorship, community grants and active participation as volunteers and event coordinators, NorthBay Health 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 2023 calendar year:

Organization	Solano County Library Foundation
Event, Activity, Program	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.
Organization	Rotary Clubs of Solano County
Event, Activity, Program	By sponsoring fundraising events of Rotary clubs in Vacaville, Fairfield and Suisun City, NorthBay Health will assist the civic organization in conducting healthy activities, spelling bees, community service projects and other community development initiatives.
Organization	Grad Nite
Event, Activity, Program	Financially support local high schools that conduct a safe and sober graduation party for graduating seniors.
Organization	Little League and Softball Associations
Event, Activity, Program	Provide sponsorship of various leagues in Solano County to support healthy local sporting activities for boys in baseball and girls in softball programs.
Organization	Soroptimist International – Vacaville and Central Solano chapters
Event, Activity, Program	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.
Organization	Scholarship Programs for Local Students

Event, Activity, Program NorthBay Health will provide scholarships to local students pursuing higher education, in and outside the medical profession. In 2023, they could include:

- Touro University California Mosaic Project;
- Solano Hispanic Chamber of Commerce Scholarship Program;
- 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 Association.

Organization Pink Lemonade and Midnight Sun Foundation

Event, Activity, Program 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.