



2025 COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

NorthBay Health Community Benefit
Board of Directors
November 2025



Prepared by



Table of Contents

I. General Information.....	1
II. Introduction: About NorthBay Health.....	2
NorthBay Health’s Mission, Vision, Pillars, and Values	6
NorthBay Health System – Facilities & Services	8
NorthBay Health’s History of Community Benefit.....	9
III. Community Health Needs Assessment (CHNA) Process Overview.....	10
IV. Prioritized Significant Health Needs.....	11
V. NorthBay Health Implementation Plan 2025	13
Implementation Strategies, Programs, and Identified Health Needs.....	13
Implementation Strategies and Programs Descriptions.....	14
VI. About the Researcher.....	17



I. General Information

Adopted by Authorized Governing Body: January 21st, 2026

Authorized Governing Body: NorthBay Healthcare Corporation Board of Directors

Hospital Organization and EIN: NorthBay Health Group 94-1458282

Address of hospital organization: 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.



II. Introduction: About NorthBay Health

CHNA Focus Area: Solano County

Solano County is located approximately 45 miles southwest of Sacramento and 45 miles northeast of San Francisco. The county's main cities and towns are Benicia, Dixon, Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo.

The total population of Solano County is 446,763. The age of most residents is between 5-74, with 18% of the population age 65 or older. Solano County is racially and ethnically diverse, with 34% of the population white, 28% Hispanic, 16% Asian, 14% Black, 7% mixed race, 1% Native Hawaiian or Pacific Islander, and less than 1% American Indian Alaska Native. About 33% of households speak a language other than English. Solano County's employment rate is 58%¹

Geographic Footprint

NorthBay Health serves community members from 17 ZIP codes.

Zip Code	City	Zip Code	City
94510	Benicia	94591	Vallejo
94512	Birds Landing	94592	Vallejo
94533	Fairfield	95620	Dixon
94534	Fairfield	95625	Elmira
94535	Travis Air Force Base	95687	Vacaville
94571	Rio Vista	95688	Vacaville
94585	Suisun City	95694	Winters
94589	Vallejo	95696	P.O. Boxes
94590	Vallejo		

¹ Solano County Demographics Report

(<https://solanocounty.com/civicax/filebank/blobload.aspx?BlobID=45381>) accessed 4/23/25)



NorthBay Health’s Definition of “Community Served”

The Internal Revenue Service defines the “community served” as those individuals residing within the hospital’s service area. A Hospital Service Area (HSA) includes all residents in a defined geographic area and does not exclude low-income or underserved populations. As noted previously in this report, NorthBay Health serves residents in Solano County, Napa County and Yolo County, with a concentration of residents in the Fairfield, Vacaville, and Suisun Valley communities.

While NorthBay Health’s service area extends across the Northern California region, data in this report focuses on residents in Solano County .

About NorthBay Health

At NorthBay Health, our leadership is driven by a dedicated team of professionals committed to making an impact across the broader region we serve. Founded in 1959 by a team of civic leaders and physicians, NorthBay Health is a regional non-profit healthcare system that serves communities north of the San Francisco Bay Area, including Solano, Napa and Yolo counties. Our system encompasses two acute care hospitals with a combined total of over 200 beds, a Level II Trauma Center, a modern maternity unit with a neonatal intensive care unit (NICU), advanced critical care units, a comprehensive Cancer Center, four urgent care centers, five primary care locations, and a broad array of outpatient services.

NorthBay Health provides expert clinical and surgical care across multiple specialties such as cardiology, labor and delivery, general surgery, neurosciences, oncology, orthopedics, and women’s health. Services range from joint replacement to spine surgery, interventional cardiology, complex abdominal procedures, women’s services and wound care. A leader in advanced surgical approaches, NorthBay Health is your destination for minimally invasive robotic procedures supported by state-of-the-art surgical suites, advanced imaging technology, and integrated diagnostics.

Our commitment to clinical excellence, innovation, and patient-centered care enables NorthBay Health to deliver high-quality outcomes close to home. Excellence isn’t just a goal, it’s a standard reflected in the recognitions NorthBay Health has earned at every level of care. We are proud to be among just 17 hospitals nationwide to achieve Magnet® recognition with distinction for nursing excellence. We were named a “Best Regional Hospital” by *U.S. News & world Report (2024 – 2025)* and earned the distinction of being the #1 hospital in Solano County. Additionally, NorthBay Health achieved “High Performing” status in eight procedure and condition areas, including **Chronic Obstructive Pulmonary Disease (COPD)**,

Heart Attack, Heart Failure, Hip Fracture, Kidney Failure, Maternity Care (uncomplicated pregnancy), Pneumonia, and Stroke.

NorthBay Health Group, the physician-led medical practice of the NorthBay Health system, is uniquely integrated into the broader NorthBay Health network. This structure allows patients to access coordinated care across primary and specialty services, all within a single, connected system. By offering a continuum of care under one trusted name, NorthBay Health ensures a seamless, convenient experience for patients throughout their healthcare journey.

As we continue to grow into a leading regional health system, NorthBay Health remains firmly rooted in the community that has shaped our legacy for nearly 70 years. While expanding our reach and services across Northern California, we stay committed to delivering personalized care that feels familiar, caring, and accessible. Whether patients visit us for routine check-ups, specialty treatment or complex procedures, they receive expert care backed by the strength of a growing system, yet continually grounded in the values of community, connection, and compassion.

A Long Tradition of Care in the Region

1960
The 32-bed, nonprofit Intercommunity Hospital opens its doors.

1987
NorthBay Health opens the 50-bed NorthBay VacaValley Hospital following a \$12 million community fund-raising project.

2015
NorthBay Medical Center and NorthBay VacaValley Hospital earns the coveted "Magnet" designation for nursing excellence.

2017
A three-phase Emergency Department expansion begins at NorthBay Medical Center.

2019
A new, state-of-the-art North Wing opens at NorthBay Medical Center in Fairfield.

2024
Launched ANS. US News named NorthBay Health top hospital in solano county this year.

2025
Magnet with Distinction: Top National Nursing Honor Earned AND Health Honored for Excellent Maternity Care

#1 Hospital in Solano County.

NorthBay Health’s Mission, Vision, Pillars, and Values

At NorthBay Health, our mission, vision, and values form the foundation of who we are and how we serve. Together, they shape our culture, guide our decisions, and define how we care for our patients and communities.

We are guided by our **True North** values, a clear and concise commitment to compassion, collaboration, integrity, accountability, and excellence in every interaction. These values anchor our organization and inspire us to deliver the highest quality care while advancing health equity across the region.

Mission

To improve the well-being of our communities by providing conveniently accessible high-quality care.

Vision

To be the trusted healthcare partner of choice for the communities we serve.

Pillars



Driving
Innovation



Growth &
Access



People &
Culture



Cultivating
Partnerships



Financial
Stewardship

Values

EMBRACING OUR
"TRUE NORTH"



**Nurture
Care**

Compassion

We are committed to demonstrating compassionate and individualized care for every patient, ensuring their physical and emotional well-being is at the heart of everything we do.



Own it

Accountability

Both individually and collectively, we hold ourselves accountable for our decisions, actions, and results. We are committed to bringing our best self on a daily basis.



**Respect
Relationships**

Teamwork

Collaboration across our health system is a priority. We foster a respectful and inclusive environment, valuing each team member, patient, and community member; promoting collaborative and supportive interactions.



**TBuild
Trust**

Integrity

We are committed to uphold honesty and integrity in all our actions, ensuring that our patients and stakeholders are well-informed and trust in our commitment to ethical practices.



**Hardwire
Excellence**

Excellence

We embrace excellence in healthcare with a focus on constant improvement. We deliver high quality, patient-centered, ethical healthcare.

NorthBay Health System – Facilities & Services

NorthBay Health Medical Center

With more than 60 years of service to Solano County, this 154-bed nonprofit hospital is a designated Level II Trauma Center offering 24/7 emergency care. Key services include a modern maternity unit, Level III NICU, advanced imaging, cardiac catheterization, stroke care, an accredited Chest Pain Center, a robust heart and vascular program and state-of-the-art surgery.

NorthBay Health Specialty Clinics and Services

We offer advanced specialty care across key areas led by clinical and surgical specialists recognized for excellence in their fields:

- **Cancer Care:** Accredited by the American College of Surgeons, our center supports patients from diagnosis to remission.
- **Cardiology:** The county's only comprehensive heart center, with advanced services like TAVR and an accredited Chest Pain Center.
- **General Surgery:** Robotic-assisted and minimally invasive options for hernia, gallbladder, colon, and more.
- **Neuroscience:** Expert care for complex neurological disorders such as epilepsy, migraines, brain injury, scoliosis, brain tumors, and movement disorders.
- **Orthopedics:** Treatment for joint, bone, and spine issues, including surgery and rehab.
- **Women's Health:** A full range of services from adolescence through menopause.

NorthBay Health VacaValley Hospital

Located in Vacaville, this 50-bed nonprofit hospital provides emergency care, 44 medical-surgical beds, 6 ICU beds, 2 operating suites, lab services, and advanced imaging, meeting the growing needs of Vacaville and surrounding communities.

NorthBay Health Primary Care

With locations in Solano County (Vacaville, Fairfield, and Dixon), Napa County (American Canyon), and a new site opening in Yolo County in summer 2025, patients can access same-day appointments and the My NorthBay Doc portal for easy scheduling.

NorthBay Health Urgent Care

For immediate care that doesn't require the ER, NorthBay Health offers convenient urgent care centers across Solano, Napa and Yolo counties. With locations in Fairfield, Dixon, Vacaville, American Canyon, and Winters – and more planned by the end of 2025 – our clinics treat non-life-threatening illnesses and injuries seven days a week. Walk-ins are welcome.

NorthBay Health + Western Health Advantage

Western Health Advantage (WHA) is a nonprofit HMO serving more than 100,000 members across Northern California, with a strong focus on affordability and access to high-quality care. As a proud WHA co-founder and partner, NorthBay Health gives patients access to an extensive network of trusted physicians, specialists, and hospitals – all close to home.

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.



III. Community Health Needs Assessment (CHNA) Process Overview

NorthBay Health partnered with Applied Survey Research (ASR) to conduct the CHNA. ASR analyzed timely and detailed qualitative and quantitative data across 16 potential health need areas. The needs of the NorthBay Health service area were identified and prioritized using data from 16 in-depth qualitative interviews with area leaders in sectors such as public health, social services, and education, who represent vulnerable populations, and approximately 89 quantitative metrics. Because these 16 potential need areas were also used by the neighboring health system, Kaiser Permanente, quantitative data from the publicly available Kaiser Permanente data platform were included in this analysis.

Three overarching criteria drove the methods used to identify, analyze, and ultimately rank each of the 16 health need areas. These criteria, developed by neighboring Kaiser Permanente for their most recent community health needs assessment, include:

1. **Magnitude and severity of need:** Includes how measures compare to national benchmarks and the relative number of people affected.
2. **Community prioritizes the issue:** The community prioritizes the issue over other issues.
3. **Clear disparities or inequities:** Differences in health outcomes by geography, race and ethnicity, economic status, age, gender, or other factors.

Scores from 0 (no need) to 4 (very high need) were assigned to each of the 16 health need areas (access to care, for example) for every data source. In addition, each data source was assigned a weight of 0-10, with 10 representing the highest quality data source. This resulted in a final “matrix” of health need areas ranked from 1-16.

IV. Prioritized Significant Health Needs

The following significant health needs identified for NorthBay Health service are listed below in prioritized order. They are each explained in detail below.

1. Access to care
2. Mental & behavioral health
3. Housing
4. Income & employment
5. Community safety
6. Education

Access to care. Residents in the NorthBay Health service area, which includes Solano, face challenges getting health care due to a lack of providers, especially ones who meet cultural and language needs. Affordable health care options are also limited. People in remote areas like Rio Vista have an even harder time finding quality care. Older adults face extra difficulties, as they often cannot afford care or have trouble traveling far distances to appointments. The infant mortality rate in the region is higher than the state average, especially for Black residents, Medi-Cal recipients, and people with lower education levels. Residents want more support services offered along with medical care, such as help finding food, housing, and mental health care.

Mental & behavioral health. NorthBay Health service area residents face serious mental health challenges, made worse by a lack of providers and long waitlists, especially in remote areas like Rio Vista and Dixon. The COVID-19 pandemic has increased mental health struggles, particularly for school-aged children, with depression and anxiety being the most common issues among youth. High costs and limited to no insurance coverage contribute to the challenges residents face. Additionally, culturally responsive care is also limited for Black, Hispanic or Latino, and Tagalog-speaking communities, with cultural stigma creating a barrier to mental health care. Vulnerable groups like seniors and pregnant or postpartum individuals often lack needed services.

Housing. Residents across the region face affordable housing shortages. Rising rent and mortgage costs, coupled with the high cost of construction expenses, have worsened the housing crisis, making it increasingly difficult to afford housing in the area, especially in the Fairfield area. Concerns about the growing number of individuals who live in temporary homes, shelters, cars, or RVs are backed by the most recent count of people experiencing homelessness in Solano County, which

shows an increase of about 40% of unhoused individuals from 2022 to 2024. Housing has been identified as the second most important issue impacting women and children in the region.

Income & employment. While the poverty rates and household income mirror the state average, residents struggle to find employment that matches their skills and offers a living wage. Residents of Solano County face significant employment challenges, forcing them to seek employment opportunities throughout the Bay Area, or take on two or even three jobs to make ends meet. The lack of access to economic opportunities often results in an unequal distribution of financial and economic resources, disproportionately affecting certain populations like Black residents and youth of color.

Community safety. Residents in Solano County are increasingly concerned about community safety, especially in lower-income neighborhoods. Communities, especially in Vallejo, face a range of threats, including theft, burglaries, gang activity, drug-related crimes, and gun violence; gun violence death is 35% worse in Solano County compared to the state. The area is highly impacted by the lack of adequate police presence and response, and some residents feel unsafe walking in their own neighborhoods. Additionally, rising violence has increased as individuals in homeless encampments struggle without essential resources. Many students do not feel safe using public transportation or walking to school, and incidents such as fights further contribute to an overall unsafe feeling for students.

Education. Youth in Solano County face significant educational challenges, with the elementary school proficiency rate lagging behind the state average. The educational system struggles with teacher burnout rates, even among younger educators. There are concerns about the lack of diversity among teaching staff, and disparities in the educational system in the NorthBay Health service area are rooted in systemic inequities that include low-income families facing barriers to preschool access, students with non-traditional pathways, and the diverse needs of students. Vulnerable populations, including foster youth, often face instability in their education due to frequent home transitions.

V. NorthBay Health Implementation Plan

2025

The following describes the strategy, tactics, and approach NorthBay Health intends to employ to address the significant areas identified in the 2025 Community Health Needs Assessment. As one approach often addresses multiple health needs, the first table below matches the strategies and programs with the identified health needs they will address. The Implementation Strategies and Program Descriptions define the programs and resources to be committed, the expected benefit of each initiative, and evaluation metrics to be used to gauge success.

Implementation Strategies, Programs, and Identified Health Needs

CHNA Identified Health Needs						
Strategies & Programs	Access to Care	Mental & Behavioral Health	Housing	Income & Employment	Community Safety	Education
Neighborhood Clinics	x					
Behavioral Health Program	x	x			x	
Community Partnerships & Philanthropy	x	x	x	x	x	x
Population Health & Quality	x				x	
Healthy Lifestyle Offerings	x	x				x
Community Presence (Outreach and Screenings)	x					x
Promote Professional Development				x		x

Implementation Strategies and Programs Descriptions

Program	Neighborhood Clinics
Description	NorthBay Health plans to open 6-10 new primary and urgent care centers by 2030, with the goal of placing a neighborhood primary and urgent care clinic within 15 minutes of every resident.
Intended Outcome	NorthBay Health will ensure more patients experience an increase in access to care within a 15-minute drive of their residence.
Measurable Success	Success will be measured by opening 6 to 10 new primary and urgent care centers by 2030.

Program	Behavioral Health Program
Description	NorthBay Health plans to expand on key behavioral health offerings currently not available to create “wrap-around” care.
Intended Outcome	NorthBay Health will enhance the continuum of behavioral health services by integrating additional support offerings and staff that provide comprehensive, wrap-around care for patients.
Measurable Success	Success will be measured by hiring and on-boarding a new behavioral health coordinator to assist in overseeing the management of behavioral health services.

Program	Community Partnerships & Philanthropy
Description	As a financial supporter of the Opportunity House shelter and Vallejo Navigation Center, NorthBay Health is supporting the community in Homeless Advocacy efforts.
Intended Outcome	NorthBay Health will continue to support local charitable organizations so they may continue their mission of supporting the homeless population Solano county.

Measurable Success	Success will be measured by making sure donations made to local community partnerships are comparable to previous years.
--------------------	--

Program	Population Health & Quality
Description	<p>NorthBay Health will better identify and expand resources to address SDOH. They will also add resources to address SDOH at the individual and community levels.</p> <p>NorthBay Health will expand Population Health Case Managers to address chronic health care needs. They will implement community resource specialists and educators for outreach to more directly address SDOH.</p>
Intended Outcome	NorthBay Health will support population health initiatives by increasing resources at our clinics.
Measurable Success	Success will be measured by expanded population Health case managers and community resource specialists.

Program	Healthy Lifestyle Offerings
Description	NorthBay Health will leverage Active Wellness Partnership to develop a business model and portfolio of comprehensive healthy lifestyle programs and medical fitness integration
Intended Outcome	They will develop and implement a sustainable business model in partnership with Active Wellness that delivers a comprehensive portfolio of healthy lifestyle programs, integrating medical fitness to support preventive health and chronic disease management.
Measurable Success	Success will be measured by a launch of integrated wellness and medical fitness programs, achievement of defined participation targets, and positive health outcome trends among enrolled participants.

Program	Community Presence (Outreach and Screenings)
Description	<p>NorthBay Health will increase the adoption of online scheduling through process improvement and monitoring.</p> <p>They will create a preventative screening program that includes consistent monitoring, patient outreach, and education.</p>
Intended Outcome	NorthBay Health will improve patient access and engagement by increasing adoption of online scheduling through streamlined processes, while establishing a proactive preventative screening program supported by consistent monitoring, outreach, and education.
Measurable Success	Success will show by an increase in online appointment scheduling and enrollment in screening programs.

Program	Promote Professional Development
Description	NorthBay Health will establish continuous learning through training and resources, implement ongoing career development and feedback systems to improve evaluations, and develop clear career paths with mentorship to support employee growth.
Intended Outcome	They will strive to foster a culture of continuous learning and professional growth by providing ongoing training, structured career development, and mentorship opportunities that enhance employee performance and support long-term advancement.
Measurable Success	Success will be measured by increased employee satisfaction and engagement scores and increased participation in training and mentorship programs.

VI. About the Researcher

Founded in 1980, Applied Survey Research (ASR) is a nonprofit social research firm based in Central and Northern California, whose mission is to conduct community-based research and evaluation services that help people build better communities. ASR's award-winning services, including community assessments, strategic planning, program design, and program evaluation, focus on strengthening the capacity of our partners to achieve their goals.

www.appliedsurveyresearch.org

