



Community Benefit Plan 2019

Year-End Implementation Results

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

NorthBay VacaValley Hospital
1000 Nut Tree Road
Vacaville, CA 95687

OVERVIEW & GENERAL INFORMATION

Report Author	Steve Huddleston, Vice President of Public Affairs
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Adopted by Authorized Governing Body:	April 6, 2020
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 was available to the public by request and online at NorthBay.org, the website of the health care system.

ABOUT NORTHBAY HEALTHCARE

NorthBay Healthcare opened its first hospital 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 132-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 Center for Neuroscience is located on the campus. The Emergency Department is a Chest Pain Center and STEMI Receiving Center.

Our other keynote services include the NorthBay Cancer Center on the Vacaville campus, the county's first such nationally accredited center. It is the center for orthopedic specialties, pain management and hyperbaric medicine. The campus also hosts NorthBay HealthSpring, a medical fitness center.

Our 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, non-profit 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 non-profit 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 needs assessment.

WHO WAS INVOLVED IN THE ASSESSMENT

The Solano Community Health Needs Assessment (CHNA) collaborative includes representatives from:

- NorthBay Healthcare
- Sutter Health
- Kaiser Permanente
- The Partnership HealthPlan of California (the local Medi-Cal managed care plan)
- The Solano County Department of Health and Social Services
- The Community Clinic Alliance
- Solano County Superintendent of Schools
- The Solano County Medical Society
- Solano Regional Medical Group
- Touro University California
- Representatives from Solano County’s cities, employers, elected representatives and social services and religious organizations.

The 2016 CHNA was completed by Valley Vision, a regional leadership organization committed to making the Sacramento region a great place to live, work and recreate. A Solano collaborative contracted with Valley Vision in 2013 and 2016 to conduct the needs assessment. The collaborative process has built and strengthened partnerships between hospitals and other stakeholders, providing a coordinated approach to identifying priority health needs as well as developing plans to improve the health of the Sacramento region.

Valley Vision was selected to conduct the 2016 CHNAs in Solano County given its history of working with the Solano collaborative, mixed methods research skills and strong commitment to drawing attention to critical unmet health needs. Valley Vision has been a leading social enterprise and nonprofit consultancy for the Sacramento region since 1994 with the ability to deliver trusted research, to design and drive multi-stakeholder initiatives and to access a set of powerful leadership networks across the region.

The Valley Vision team consisted of:

- Giovanna Forno, BS
- Alan Lange, MPA
- Amelia Lawless, CHES, ASW, MPH
- Anna Rosenbaum, MSW, MPH
- Katie Strautman, MSW
- Sarah Underwood, MPH

The Valley Vision team conducted primary qualitative data collection, analyzed primary and secondary data, synthesized these data to determine the significant and prioritized health needs, documented findings and wrote the draft and final reports. Valley Vision also contracted with Dr. Heather Diaz, Dr. Mathew C. Schmidlein and Dr. Dale Ainsworth of Community Health Insights who assisted with project design, research methodology, data processing and GIS mapping for the CHNA. Community Health Insights is a Sacramento-based research-oriented consulting firm dedicated to improving the health and well-being of communities across Northern California.

LIST OF PRIORITIZED SIGNIFICANT HEALTH NEEDS

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

1. Access to Behavioral Health Services
2. Active Living and Healthy Eating
3. Safe, Crime- and Violence-Free Communities
4. Disease Prevention, Management and Treatment
5. Affordable and Accessible Transportation
6. Basic Needs (Food Security, Housing, Economic Security, Education)
7. Access to High Quality Health Care and Services
8. Pollution-Free Living and Work Environments

2019 IMPLEMENTATION RESULTS

The following describes the strategy, tactics and approach NorthBay Healthcare committed to address seven of the eight significant health needs identified in the 2016-19 Community Health Needs Assessment. One of the eight areas identified in the assessment – Pollution-Free Living and Work Environments – was deemed beyond the influence of NorthBay Healthcare.

Access to Behavioral Health Services

Initiative, Activity or Program Address the behavioral health needs of the local homeless population, including patients post-discharge from local medical centers and hospitals.

Description In Solano County there is a dearth of shelter and services for the general homeless population, but also for patients with medical clearance who are ready for discharge. Homeless patients are particularly affected by the lack of access and availability. In 2019, new partnerships with Shelter Solano Inc., the Solano Dream Center nomadic shelter program and other providers will be forged to address the crisis in Solano County.

Intended Outcome Create new capacity in homeless shelters and transitional housing programs for discharged patients, those with continuing health needs and the general homeless population in the community.

Measureable Success In 2019, discussions with Solano County Behavioral Health officials were conducted in the hopes of increasing access for discharged patients in the Beck Avenue Crisis Stabilization Unit in Fairfield. However, capacity issues remained. In 2020, efforts will remain steadfast in seeking behavioral health patient placement.

Initiative, Activity or Program Maintain an integrated Behavioral Health Team at NorthBay Healthcare.

Description With the guidance of Psychiatrist Dr. Alexander Hazel, D.O., a Behavioral Health Team conducts a thorough, multi-level approach to care and management of patients with behavioral health needs. In the hospitals, the team comprises licensed clinical social workers and Dr. Hazel, who will also work with three clinical psychologists and licensed clinical social workers who are embedded in the primary care setting.

Intended Outcome Maintain and enhance the integrated, system-wide structure for behavioral health services that improve the quality of patient care overall.

Measureable Success In 2019, Dr. Hazel and the inpatient behavioral health team continued to address the needs of patients in the Emergency Departments of the two hospitals and the inpatient wings.

In addition, a new design for mental and behavioral health services was created within NorthBay Healthcare, specifically the addition of a team to work with patients in the outpatient setting in the three locations of the Center for Primary Care. Dr. Corrina Press, PsyD, was hired to assemble a team of behavioral health technicians to work directly with the care teams in the ambulatory setting.

Active Living and Healthy Eating

Initiative, Activity or Program	Create a community grant for Solano County Meals on Wheels program to serve homebound seniors with health meals on a regular basis.
Description	Fund a program that would train volunteers of Meals on Wheels to conduct home assessments on meal recipients and would refer individuals deemed at risk for health and safety concerns. Medical students and health workers from Touro University California would make home visits to determine appropriate necessary care.
Intended Outcome	The program would be designed to reduce negative impacts on patient health by early assessment and intervention of homebound seniors and to reduce the impact on health care systems by early detection of conditions that otherwise would require emergency care outside of the home. By the end of 2019, have in place standardized reporting mechanisms, screening tools to identify health and safety needs, and a system of measureable outcomes.
Measurable Success	In 2019, NorthBay Healthcare provided Meals on Wheels Solano a \$3,000 grant to support its meal programs for homebound senior citizens. The organization did not complete its program design for home health assessments, but made strides toward creating it in time for implementation in 2020. NorthBay will work with Meals on Wheels in support of that goal.

Initiative, Activity or Program	Solano Land Trust’s outdoor programs for children
Description	Through a NorthBay Healthcare grant, Solano Land Trust will conduct outdoor education programs, docent-led tours and community events to connect local school children and their families to nature. Solano Land Trust would host a series of events on the 12,000 acres of open space it manages and maintains throughout the county.
Intended Outcome	Attract 15,000 visitors to land trust properties in 2019. Host the annual Lynch Canyon Trail Run and Community Hike. Host 200 children, many from inner-cities, to Lynch Canyon Kite Festival. Conduct a free Rush Ranch Open House. Conduct hikes and tours that will attract 750 people in 2019. Host field trips for at least 2,000 students, from elementary school to college, to outdoor education programs, including Watershed Explorers, Patwin Field Trip and individual school trips.
Measurable Successes	<p>In 2019, NorthBay Healthcare awarded a \$12,000 community benefit grant to Land Trust, which reported these achievements:</p> <ul style="list-style-type: none"> • The grant allowed the trust to continue its Marshes Matter Field Trip program and enabled regularly scheduled hikes every Saturday. Kids’ hikes, yoga hikes, birding hikes, along with citizen science activities and the wildflower and critter walks were afforded varying age groups outdoors; • The grant funded the annual Kite Festival on May 4, 2019. At this free, family friendly event, 400 attendees were able to take part in activities that included kite flying and hiking; • The trust hosted more than 500 participants at the Lynch Canyon Trail Run and Community Hike; • More than 700 people attended the Rush Ranch Open House; • Altogether, 2,500 youngsters from elementary schools and colleges attended outdoor education programs on open space land (including Watershed Explorers, Patwin Program Field Trip and Tidal Marshes Totally Matter school field trips); • In total, 16,000 visitors were welcomed on the trust’s properties in 2019, an increasing public access and offer free and low-cost activities.

Initiative, Activity or Program	Support healthy eating habits and smart food choices for school children
Description	Slow Food Solano coordinates a school garden program in elementary schools in Vacaville, Fairfield and Suisun. NorthBay Healthcare would provide a grant to fund the program to a level whereby every willing school in the region can create a school garden. Funding would include garden construction and maintenance. A dietary nutritionist from NorthBay Healthcare would work with teachers to make class visits to discuss proper food preparation and smart dietary choices.
Intended Outcome	Every elementary school in northern Solano County that chooses to participate in the school garden program is funded through a grant from NorthBay Healthcare. Slow Food Solano will provide an annual report to NorthBay Public Affairs staff listing participation in the program.
Measurable Success	In 2019, NorthBay Healthcare donated \$1,000 to Slow Food Solano, which funded and supported teachers who created school gardens on their campuses. More than 20 school gardens were in bloom in the 2019-20 school year.

Initiative, Activity or Program	End 68 Hours of Hunger
Description	In partnership with the local chapter of the nationwide non-profit network, provide grant funding for a program at two low-income neighborhood elementary schools. Each eligible child, each Friday afternoon, would receive a bag of food comprising two breakfasts, two lunches and three dinners, with some left over to share.
Intended Outcome	Formerly food insecure students would arrive to school on Monday ready to learn. Disruptive behaviors of Friday, due to food insecurity, would vanish. Teachers will report an improvement in students' performance and classroom responsiveness. Every eligible student at two chosen elementary schools will receive weekend meals to end the 68 hours of hunger that most experience.
Measurable Success	In 2019, a \$10,000 community benefit grant was awarded to the local chapter of End 68 Hours of Hunger, which provided more than 10,000 meals to youngsters at two elementary schools in Vacaville – Markham Elementary and Eugene Padan Elementary.

Initiative, Activity or Program	Dr. Chris Cammisa Foundation
Description	This non-profit foundation was created to support athletic programs for tennis in Solano Community College and to conduct outreach into at-risk neighborhoods in the community to introduce tennis to youngsters who otherwise could not learn the sport and its health benefits. Proceeds from an annual professional tennis tournament hosted at the college goes to the foundation to fund its community activities.
Intended Outcome	Conduct the NorthBay Men’s Pro Tennis Championship at Solano Community College and raise funds to conduct youth tennis camps. Participants in these camps will be transported to the college from low- and disadvantaged neighborhoods. College athletic staff will expose the children to the sport and promote the sport as a healthy lifestyle activity.
Measurable Success	In 2019, the tennis tournament attracted three dozen up-and-coming professional tennis players seeking to elevate to the top-tier professional circuit. Sponsored by the USTA and the Association of Tennis Professionals, the event raised more than \$10,000 for the Chris Cammisa Foundation. NorthBay’s sponsorship of the tournament, \$20,000, assured the foundation would net enough funding to conduct a tennis camp for children held in conjunction with the weeklong professional competition. Youngsters from The Leaven center on Dana Drive, an after-school program supported by NorthBay Healthcare, participated in the camp.

Safe, Crime and Violence-Free Community

Initiative, Activity or Program	Enhance programs in the after-school program with The Leaven for at-risk children
Description	The Leaven, a non-profit 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. A center created in a troubled neighborhood adjacent to NorthBay Medical Center in Fairfield hosts between 18-20 students each weekday after school. NorthBay Healthcare provides a building facility for the program and covers all operational costs to run the program.
Intended Outcome	Neighborhood children will continue to receive help with homework, nutritional education and health care advice. NorthBay Healthcare subject experts will become part of the curriculum and programs, adding new activities for the children in 2019. The fully staffed, completed center will continue to serve the neighborhood. One outdoor field trip to expose children to the community’s open space amenities will be conducted in the spring or summer. Students will attend a special sports camp in conjunction with the NorthBay Healthcare Pro Tennis Championships in 2019.
Measurable Success	In 2019, The Leaven operated the youth center on Dana Drive in Fairfield, adjacent to the campus of NorthBay Medical Center. At this center and 21 others, academic enrichment and mentoring was provided to more than 500 under-resourced children each week. In addition, more than 600 hours of homework help each week was provided. The funding from donors helped launch a state-of-the-art STEAM Academy in The Leaven centers, as well. NorthBay’s total contribution to The Leaven in 2019, \$29,180, in addition to the in-kind donation of free rent in a NorthBay-owned duplex on Dana Drive.
Initiative, Activity or Program	Jim Capoot ‘Charge On’ Foundation
Description	The Police Activities League program brings youth under the supervision and positive influence of a law enforcement agency and expands public awareness about the role of a police officer and the reinforcement of the responsible values and attitudes instilled in young people by their parents.
Intended Outcome	Provide financial assistance as the presenting sponsor of the 2019 annual fundraising golf tournament to support the Police Activities League of Vacaville. By being the presenting sponsor, attract other community partners and donors with proceeds for the youth crime prevention program.
Measurable Success	In 2019, NorthBay Healthcare’s contribution of \$3,000 to the Vacaville PAL directly to support the ‘Charge On’ Foundation’s work to sponsor youth sports programs in Vacaville.

Initiative, Activity or Program	Matt Garcia Youth Center and Fairfield Police Activities League (PAL)
Description	Grant funding from NorthBay Healthcare assists Fairfield PAL to help youngsters at risk to turn away from violence and toward a productive, positive lifestyle. Serves students in grades 6-12 who are looking for a more personalized education focusing on college and career, project-based learning helps students embrace skills such as communication, collaboration, critical thinking and creativity in expressing thoughts and ideas. A partnership of PAL and NorthBay Trauma Center will continue a “Career Café” where students can interface with health care professionals to help them determine if health care is a viable career choice.
Intended Outcome	The continued operation of PAL’s Matt Garcia Youth Center will provide life skills and educational assistance to at-risk children at its Fairfield center. Working with NorthBay Trauma Center and Fairfield PAL, a “Career Café” will be initiated at the youth center. It provides hands-on activities, reaching a unique demographic that might not otherwise connect with health career programs offered in Solano County.
Measurable Success	In 2019, the Matt Garcia Youth Center continued to serve at-risk students in their Fairfield Center. NorthBay Healthcare contributed a \$2,500 to assist the center’s operation. In addition, health educators from NorthBay Trauma Center visited the center’s “Career Café” regularly to talk with students about potential careers in the health care field.
Initiative, Activity or Program	Vacaville Neighborhood Boys & Girls Club
Description	The non-profit program aims to give all youth a safe and caring environment to learn and grow through structured and fun programs.
Intended Outcome	Youngsters in the program will achieve higher academic standards and be life-long learners; to develop into competent, socially conscious, and confident young adults with leadership skills; to cultivate self-esteem by learning and demonstrating respect and by listening and being heard; and to make their community a better place by taking the initiative to live healthy and happy lives. The Boys & Girls Club will continue programs at all of its community sites and grow its capacity in 2019 to serve more youngsters than the year before.
Measurable Success	The Boys & Girls Club has served more than 4,000 youngsters in Vacaville since it opened its doors 16 years ago. In 2019, it not only continued its work in the north city neighborhoods, but it opened a second youth center on the south side of the city. In 2019, NorthBay’s total contributions to operate programs for at-risk kids totaled \$3,900.

Initiative, Activity or Program	Robby Poblete Foundation
Description	The non-profit foundation’s mission is to get unwanted guns out of circulation through annual gun buyback programs, preventing them from falling into the wrong hands. It takes weapons and transforms them into instruments of hope and opportunity through an arts and vocational programs. As part of its campaign to promote gun safety, the buyback events include the distribution of free gun locks for gun owners. The foundation also offers scholarships for commercial driver training and trades apprenticeships (including laborers, electrical, sheet metal, pipefitters, operating engineers, ironworkers, carpenters).
Intended Outcome	The buy-back program will prevent firearms from falling into the wrong hands and used in the commission of unlawful acts. The career training program scholarships will divert at-risk young people from pursuing an unhealthy lifestyle.
Measurable Success	In 2019, NorthBay Healthcare made a \$2,000 community benefit award to the Poblete Foundation, which again conducted a successful gun buy-back program at the Solano County Fairgrounds on Saturday, Dec. 14.

Disease Prevention, Management and Treatment

Initiative, Activity or Program	Conduct community outreach initiatives to affect the public’s behavior in order to reduce the incidence and prevalence of cardiovascular diseases.
Description	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	More community members will receive education and information on prevention, early recognition and care for those at risk of having an acute cardiac event. In addition, trauma education would include fall prevention and other risk avoidance.
Measurable Success	In 2019, NorthBay Healthcare outreach educators attended or conducted 75 public events that attracted more than 1,182 attendees. Staff time committed to public awareness and education totaled 246.5 hours.

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 will provide 2,000 square feet of clinic space to OLE Health on the campus of NorthBay Medical Center, a central location in proximity to the at-risk population.
Intended Outcome	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.
Measurable Success	Utilization of the federally qualified health center operated by OLE Health on the campus of NorthBay Medical Center was 30 percent greater than anticipated. Patient visits totaled \$2,675. NorthBay's quantifiable financial support, including donated facility rent and other operating expense contributions was \$70,587 in 2019.

Access to High Quality Health Care and Services

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	Provide access to care for as many of those individuals as possible who cannot afford the cost as possible.
Measurable Success	Charity Care in 2019 totaled \$11,112,649, not including the unpaid costs of Medicaid and Medicare.

Initiative, Activity or Program	CDA Cares
Description	CDA Cares allows volunteer dentists, with the assistance of other health professionals and community volunteers, to provide dental services at no charge to an average of 1,500 people at a two-day event, March 8-9, 2019.
Intended Outcome	Homeless, low-income and non-insured residents of Solano County and the surrounding region will receive free oral health care services from volunteer dental and medical professionals, including general dentists, oral surgeons, dental hygienists, assistants, lab technicians, nurses, physicians and pharmacists. The overall dental health of a vulnerable population will be vastly improved by the delivery of myriad services – extractions, fillings, cleanings, oral health education and assistance finding a source for ongoing dental care. On a limited basis, root canals, dentures and temporary partial dentures will be provided.
Measurable Success	On March 8-9, 2019, more than 1,491 individuals received 8,955 dental treatments at the event in Vallejo. NorthBay Healthcare pharmacists delivered needed non-narcotic pain relief medication to the two-day clinics that was administered by dental professionals on site. Finance Department employees assisted with registration of participants. NorthBay’s 15 volunteers were among the 1,295 total work force at the clinic during its two-day run. Total Financial Support: \$10,000
Initiative, Activity or Program	Operation Access
Description	NorthBay Healthcare will continue to investigate an affiliation with Operation Access, a non-profit organization that enables health care providers to donate surgical and specialty care to people in need. The initiative reaches out to uninsured low-income and undocumented people who lack the ability to obtain coverage and treatment, leading to the development of more serious conditions and unnecessary emergency room visits.
Intended Outcome	More local residents will be diverted from emergency room care and poor health outcomes in the community will be reduced by coordinating timely and targeted care. A feasibility study will be concluded in 2019 to determine the viability of NorthBay’s participation with the assistance of Operation Access, the county Health and Social Services Department and volunteer physicians and providers.
Measurable Success	After thorough investigation it was determined that this program was not feasible for either organization.

Initiative, Activity or Program	Deployment of automated external defibrillators on first responder vehicles in the City of Fairfield.
Description	An AED, or automated external defibrillator, is used to help those experiencing sudden cardiac arrest. It's a sophisticated, easy-to-use medical device that can analyze the heart's rhythm and, if necessary, deliver an electrical shock, or defibrillation, to help the heart re-establish an effective rhythm. Not every fire department emergency response rig has such a device. A grant from NorthBay Healthcare, to be matched by Medic Ambulance Co. of Solano County, will provide more rigs with the life-saving devices.
Intended Outcome	More fire department response vehicles will be equipped with AEDs in the first months of 2019 with firefighters and paramedics trained to effectively use them. Patients with heart and vascular emergencies arriving at the hospital will have better outcomes because of the early treatment and quicker resuscitation.
Measurable Success	In cooperation with the local EMS ambulance provider, every first responder rig in the city of Fairfield was equipped with a LUCAS AED device in 2019. In addition, a dozen public education sessions were conducted to show community groups how the device functions and increases heart attack victims' chances of survival. NorthBay Healthcare in March provided a \$20,000 community benefit grant to the city's Fire Department to purchase devices for its first-responder fire trucks.
Initiative, Activity or Program	NorthBay Adult Day Center
Description	NorthBay Healthcare operates the Adult Day Center which offers clients with Alzheimer's Disease and related dementias the opportunity to socialize and participate in stimulating activities, provides caregivers the opportunity to work and to resume regular activities or rest. The center is a social model program run by specially trained staff and volunteers, and is funded by a subsidy from NorthBay Healthcare, along with nominal fees from participating families.
Intended Outcome	Increase community awareness of Alzheimer's and dementia and the impact on individuals, their families and the community. Provide care and tailored activities for clients while allowing caregivers much-needed respite. Meanwhile, build more financial support for the program.
Measurable Success	In 2019, the Day Center provided 4,572 participant days of care for its clients. In addition, the Day Center staff, families and volunteers participated in the Walk to End Alzheimer's in collaboration with the Alzheimer's Association. NorthBay donated \$1,000 to the association to support its awareness activities in Solano County.

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	Increase the admission of hospice patients in 2019, 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.
Measurable Success	<p>In 2019, the Hospice & Bereavement met or exceeded four of its five goals.</p> <ul style="list-style-type: none"> • The number of hospice care days increased more than 5 percent; • The program implemented ongoing monthly training to support, integrate and retain volunteers, as well as expanded its collaboration with NorthBay Volunteer Guild, and deepened volunteer training with a focus on supporting individuals from different cultures and families with challenges. • Other hospice training was established end-of-life vigils. • Two outreach events in the community were held in conjunction with local celebrations. • However, efforts to achieve Level 5 ‘We Honor Veterans’ were curtailed due to staffing issues. In 2020, the goal is to achieve Level 5. <p>Additional activities were launched in 2019, highlighted by the growth of the Bereavement Center, which:</p> <ul style="list-style-type: none"> • Used ongoing data collection to identify emergency community bereavement needs; • Implemented a new drop-in adult bereavement group; • Implemented a seminar focused on using expressive writing for processing grief; • Added two new volunteers trained to support the bereavement program; and • Supported the hospice team’s Tree of Memories memorial at Christmas to support and comfort participating families.

Initiative, Activity or Program	Horseplay Therapeutic Riding Center
Description	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 non-profit (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.
Intended Outcome	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.
Measurable Successes	Horseplay continued its Solano County program throughout 2019 and sustained its volunteer force and its rider participation. NorthBay's financial contribution to the program was \$2,000.

Affordable and Accessible Transportation

Initiative, Activity or Program	Solano Mobility
Description	The Solano Mobility Program is a program of the Solano Transportation Authority (STA) in which staff works to support the transportation needs and services of all Solano County residents including commuters, employers, older adults and people with disabilities. In 2019, the program seeks to address the No. 1 need identified in a survey of local residents: lack of transportation and options getting to and from medical appointments. NorthBay Healthcare, through a community benefit grant, will assist the STA in leveraging matching funds from the Metropolitan Transportation Authority to address the problem.
Intended Outcome	Solano Mobility, in collaboration with NorthBay Healthcare and other Solano County providers, will help acquire matching funds to create new options for those who struggle to find transportation to medical appointments, hospital stays and ER visits. Measurement: The program will be initiated with some, or all, of the following: <ul style="list-style-type: none"> ○ Curb-to-curb or door-to-door service for local residents; ○ Lyft-Uber contracts for subsidized patient transportation; ○ Subsidized taxi script program; and ○ Specialized shuttle services in partnership with other organizations, such as churches, veterans groups and volunteer organizations.
Measurable Successes	In 2019, Solano Mobility created all of the above services. NorthBay Healthcare social workers and case managers worked with transit coordinators, regularly using the services of Solano Mobility.

Basic Needs – Housing & Education

Initiative, Activity or Program	Shelter Solano Inc.
Description	<p>A new provider of emergency shelter and homeless wrap-around services, Shelter Solano Inc., was chosen following a thorough RFP process, taking over a 200-bed facility on Beck Avenue in Fairfield. Through a community benefit grant from NorthBay Healthcare, in conjunction with a collaboration of healthcare providers in Solano County, the shelter will receive start-up funding to execute the transition of homeless residents from the previous program, hire staff to expand services and begin applications for state and federal grants to maximize its mission and services.</p>
Intended Outcome	<p>Homeless individuals will receive emergency shelter and employment assistance and other wrap-around services to create a stable foundation from which to improve their health and prevent readmission to the hospital.</p> <p>Measurement: Shelter Solano Inc. will complete its transition, develop adequate levels of staffing and continually expand services in 2019. NorthBay Healthcare will work with shelter administrators to create a seamless intake process for homeless patients receiving inpatient and outpatient care. At year-end Shelter Solano will issue an annual report on its growth, assimilation and service-level expansion.</p>
Measurable Successes	<p>In 2019, Shelter Solano developed its programs to help homeless residents and provide some respite care for discharged patients. Both NorthBay Healthcare patients directly and those enrolled in Partnership HealthPlan were served. Both paid for those services on a transactional basis. In 2020, a collaborative grant program is being sought to support the overall work of the shelter.</p>

Initiative, Activity or Program	Transitional Housing & Care for Homeless
Description	In 2019, through coordination provided by Solano Coalition for Better Health, an RFP process will be conducted to identify an operator for a program that provides a safe environment for homeless or near-homeless patients who are ready for discharge from acute care hospitals in Solano County. Patients will be connected with primary care, long-term housing and other resources – including mental health services, when possible – to support their recovery and prevent readmissions. NorthBay Healthcare will provide community benefit grant funding, along with the County of Solano, Sutter Health and Kaiser Permanente, to sustain this program. The previous contractor for transitional housing was unable to provide effective case management and respite housing at two facilities, one in Fairfield and another in Vallejo. A new venture was then initiated to find a safe place to discharge patients who have no place to recover.
Intended Outcome	Homeless individuals will be connected to primary and preventive care providers, employment assistance and other wrap-around services to create a stable foundation from which to improve their health and prevent readmission to the hospital.
Measurable Successes	In 2019, NorthBay Healthcare contributed \$50,000 to the Solano Coalition for Better Health to help it continue a transitional care program operated in two locations by the Benicia Community Action Council.

Initiative, Activity or Program Description	Nomadic Winter Sheltering Program In 2019, 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 non-profit organization accepts individuals referred from other churches and agencies, including local hospitals. Homeless patients discharged after receiving emergency services are placed in nomadic shelter until they find alternative housing. NorthBay Healthcare provided start-up grant funding to help establish the nomadic shelter and begin operations in 2019.
Intended Outcome	Homeless individuals are provided emergency shelter and connected to employment assistance and other services to help them create a stable foundation from which to improve their overall health.
Measurable Successes	<p>Measurements:</p> <ul style="list-style-type: none"> ○ Have a new nomadic shelter program operating in 2019; ○ Establish an intake process to seamlessly place discharged homeless patients in the program; ○ Receive regular operational reports from Solano Dream Center on utilization and success in connecting program participants to local social services. <p>The year-round nomadic shelter program operated by The Dream Center was supported financially by NorthBay Healthcare in 2019, enabling it to establish a reliable emergency shelter in coordination with a coalition of local churches and faith-based organizations. The homeless public in general, as well as discharged homeless patients from local hospitals was regularly housed in the nomadic shelter throughout the year. The Dream Center served 482 individuals in 2019, providing 5,807 bed nights for the homeless. NorthBay’s financial contribution to The Dream Center was \$48,000 in 2019.</p>
Initiative, Activity or Program Description	Opportunity House, Vacaville Homeless Shelter The Vacaville homeless shelter provides a secure, helpful environment for those looking for a transitional housing program and a springboard to a productive, healthy lifestyle. In addition, provide free drug-screening kits for intake counselors vetting new program participants. Funding through a grant and through fundraising donations were contributed, as well as in-kind donations of drug screening kits used to screen applicants for possible alcohol or substance abuse issues.
Intended Outcome	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.
Measurable Successes	<p>The year-round homeless shelter in Vacaville grew its capacity in 2019, serving more than 600 adults and children. It developed a more sophisticated case management system, as well as fine-tuned its employment outreach for residents. It began planning a new program to launch in late 2020 or early 2021 to locate and assist homeless teenagers by establishing a “safe” classroom on the campus of one of Vacaville’s three high schools.</p> <p>NorthBay’s direct financial contribution to Opportunity House in 2019 was \$13,350. In-kind donation of drug kits totaled \$486.</p>

NEEDS NOT ADDRESSED BY NORTHBAY HEALTHCARE

As an independent, community-based health system, NorthBay Healthcare cannot address each and every health need or deficiency identified in its community. However, it is committed to providing support and resources to others who directly take on several of the needs pinpointed in the assessment.

The implementation strategy, however, does not include specific plans to address the following:

Pollution-Free Living and Work Environments – Environmental review and protection is another area of grave concern to health care providers, but creating a pollution-free environment is best managed by subject experts in that realm.

OTHER COMMUNITY INVOLVEMENT AND SUPPORT

Through donations, sponsorship, community grants and active participation as volunteers and event coordinators, NorthBay Healthcare helps sustain other non-profit groups, civic service groups and individuals that are working to improve the public health, create a safer community and enhance local educational institutions. The following are the major sponsorship and donations provided in 2019:

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. Financial assistance in 2019: \$18,500
Organization	Community Fun Runs (Various Sponsors)
Event, Activity, Program	Sponsor two local events which promote healthy outdoor activities by conducting a 5k or 10k fun run/walk in the community. Financial assistance in 2019 included four health runs sponsored by Markham School in Vacaville, Solano Community Foundation, Vacaville Christian Schools and Vacaville Quarterback Club. Total financial support: \$7,500
Organization	Vacaville and Fairfield-Suisun Chambers of Commerce Expo
Event, Activity, Program	In partnership with the two local business organizations, host an intra-city program in NorthBay Green Valley Conference Center for more than 200 business people. Provide health education in trauma prevention, hands-only CPR, diabetes care and prevention, cancer treatment, heart-healthy activities and alternative medical care. In 2019, the event attracted more than 300 individuals and featured 23 NorthBay Healthcare departments represented by 50 health providers and employees.
Organization	Rotary Clubs of Solano County
Event, Activity, Program	By sponsoring fundraising events of Rotary clubs in Vacaville, Fairfield and Suisun City, the civic organization is able to conduct a variety of community service projects in northern Solano County. Financial assistance in 2019: \$7,960

Organization	Solano Economic Development Corp.
Event, Activity, Program	Be an active member and provide sponsorship of this public-private partnership to nurture economic development, attract new employers, retain existing businesses and manufacturers in Solano County, and to create partnerships that link educational institutions to workforce development. Financial assistance in 2019: \$25,000
Organization	Grad Nite
Event, Activity, Program	Financially support local high schools that conduct a safe and sober graduation party for graduating seniors. School sober graduation functions were funded at Vacaville, Will C. Wood, Vanden and Armijo high schools in 2019. Financial assistance: \$4,000.
Organization	Little League, Softball Associations & Youth Sports
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. Programs receiving contributions included: Solano Club Volleyball; Vacaville Play-4-All Park; St. Dominic's sports boosters; St. Patrick's High School; Solano Aquatics Sea Otters; Vacaville Youth Bulldogs; and Vacaville Swim Club. Financial assistance in 2019: \$3,100
Organization	Soroptimist International – Vacaville and Central Solano chapters
Event, Activity, Program	Provide corporate sponsorships for local clubs help sustain programs that nurture young women, encouraging them to seek higher education and career development. Financial assistance in 2019: \$7,500

Organization	Chambers of Commerce – Vacaville and Fairfield-Suisun
Event, Activity, Program	<p>In addition to membership and financial support for various business programs, continue to underwrite <i>Leadership Today</i>, a program that builds leadership skills in those who have been identified as potential civic leaders, commissioners, non-profit board members and other community initiatives.</p> <p>Though the leadership programs for both organizations were suspended in 2019, support for Fairfield-Suisun Chamber of Commerce totaled \$13,180, while Vacaville Chamber of Commerce received \$11,600 in financial assistance.</p> <p>Total financial assistance in 2019: \$24,780.</p>
Organization	Girls on the Run
Event, Activity, Program	<p>Sponsor the program at Fairview Elementary School in Fairfield that aims to inspire girls to be joyful, healthy and confident using a fun, experience-based curriculum which creatively integrates running. NorthBay Healthcare employees volunteer as mentors for at-risk girls enrolled in the program.</p> <p>Financial assistance in 2019: \$2,500</p>
Organization	Scholarship Programs for Local Students
Event, Activity, Program	<p>NorthBay Healthcare will provide a variety of scholarships to local students pursuing higher education, in and outside the medical profession. In 2019, they included:</p> <ul style="list-style-type: none"> ○ 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; ○ Solano County Farm Bureau; ○ Trollinger Foundation of Vacaville; ○ Napa Valley Office of Education; ○ Tuleyome Foundation of Winters; ○ Vacaville Christian Academy; and ○ Asian Pacific Islanders American Public Affairs. <p>Financial assistance in 2019: \$30,600</p>
Organization	Salvation Army Kroc Center, Suisun City
Event, Activity, Program	<p>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.</p> <p>Financial assistance in 2019: \$5,000</p>

Organization	Nurse Camp 2019 and Nurse Ambassador Program
Event, Activity, Program	<p>NorthBay nurses conduct the annual four-day camp for high school students interested in the nursing profession or allied healthcare fields by immersing them in the daily operation of our hospitals. All 32 available slots were filled by local students.</p> <p>In addition, nurses attended monthly meetings on the campuses of local high schools to work with members of the Nurse Club or informal groups of students interested in the nursing profession. Two groups of 20 students were given tours of the hospital.</p> <p>As well, nurse educators attended two large career fairs, one in Fairfield and one in Vacaville, to discuss health care with interested students.</p> <p>The cost of Nurse Camp, career fairs and Nurse Ambassador visits in 2019 was \$134,000.</p>
Organization	Every 15 Minutes
Event, Activity, Program	<p>Sponsor and participate in the California Highway Patrol’s drinking and driving, and distracted driving prevention program on a Solano County high school campus in 2019.</p> <p>Financial assistance in 2019: \$1,500</p>
Organization	Kids Fest 2019
Event, Activity, Program	<p>Sponsor and participate in the revival of Vacaville Kids Fest, a daylong celebration of youth. Staff will be in attendance to share health tips for families and provide information on healthy activities.</p> <p>Financial assistance in 2019: \$2,000</p>
Organization	Child Haven
Event, Activity, Program	<p>Through a donation to its annual fundraiser in December, NorthBay Healthcare will support the work of the non-profit corporation established in 1983, which provides intensive therapeutic mental health and developmental services for children and their families, including early intervention, education and targeted professional services to help children heal and families succeed.</p> <p>Financial assistance in 2019: \$2,600</p>
Organization	Pink Lemonade and Midnight Sun Foundation
Event, Activity, Program	<p>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.</p> <p>Financial assistance in 2019: \$5,000</p>

Organization	Ag Day
Event, Activity, Program	Solano County Fair, in conjunction with local schools and civic groups, offers a one-day field trip for local students to experience hands-on agricultural education. Local farmers, growers, school garden advocates and health care organizations participate. Financial assistance in 2019: \$500
Organization	Merriment on Main
Event, Activity, Program	At an annual holiday tree-lighting event in Vacaville attracts 10,000-plus revelers, NorthBay Healthcare provides health education materials at the event, supporting the non-profit foundation created to carry on the community tradition. Financial assistance in 2019: \$5,000
Organization	Habitat for Humanity
Event, Activity, Program	In 2019, the local chapter of the worldwide organization began a fundraising campaign to complete a six-bedroom facility in the City of Dixon for homeless veterans. The project was completed in opened in the winter of 2019. NorthBay contributed \$2,100 to Napa-Solano Habitat for Humanity in 2019.
Organization	Other Non-Profit Community Groups
Event, Activity, Program	Throughout 2019, NorthBay Healthcare contributed funds to assist a broad scope of civic groups that contribute to the quality of life in the community. The organizations and NorthBay's financial assistance included: Fairfield Main Street Farmers Market, \$5,000 Vacaville Museum Guild, \$3,500 Fairfield Host Lions Club, \$2,500 Crime Fighters Newsletters, \$1,500 Vacaville Firefighters Association Charity Fund, \$1,250 Vacaville Police Activities League, \$1,250 Operation Care & Comfort, \$1,200 Visit Vacaville, \$1,080 First 5 Solano, \$1,000 Solano Community Symphony, \$1,000 Fairfield Police Activities League, \$600 Newspapers in Education, \$600 Eric Reyes Foundation, \$500 Fairfield Police Officers Association Charity Fund, \$500 Society of St. Vincent DePaul, \$500 Vacaville Jazz Society, \$500 North Bay Performing Arts, \$150 Stan Foster Memorial Golf Tournament, \$150 RioVision, \$100