She’s Ready – Literally – to Dive into Retirement

Elnora Cameron was on a dive in the Caribbean the first time she encountered an eagle ray. Everyone else in the party was focused on sharks circling the area, but not Elnora.

“I fell in love,” she said. “I remember getting out of the water and crying, it was so beautiful and graceful.”

She made a decision that day, to focus on saving endangered sea life, particularly eagle rays, manta rays and other types of rays — at least when she’s not working her full-time job as president of NorthBay Healthcare Advantage and vice president of

See DIVE IN, Page 12

We’re Moving In

The move into the three-story North Wing at NorthBay Medical Center has officially begun, with a steady stream of moving vans coming and going on the Fairfield campus the week of June 10. Activity is bustling as boxes are

See MOVE, Page 14

Efforts Will Ramp up in Days Ahead

A team of three Vizient surveyors came up with a smattering of suggestions for making NorthBay Healthcare facilities survey-ready, following a three-day mock survey. Suggestions ranged from big to small and covered both hospitals and several of our licensed clinics/departments across the system.

“Thank you to our great team for being willing to share

See SURVEY, Page 8
2019 Nurse Camp Kicks Off with Reunion, Activities

NorthBay Healthcare’s Nurse Camp celebrated its 15th anniversary in a big way.
Organizers invited all “graduates” — more than 300 in all — and all staff, past and present, who were ever involved in Nurse Camp through the years, to come to a celebration June 17 at NorthBay’s Green Valley Administration Center.

Although the event has already occurred, it was too late to publish in this issue of FYI, so watch for the July 3 issue to not only have coverage of the reunion, but also photos and a story about the 2019 four-day Nurse Camp.

Once again, plans call for the camp to run June 18 to 21, with the first two days at the NorthBay VacaValley Hospital campus and the final two days at the NorthBay Medical Center Campus.
New AVP to Lead Op-Ex Initiatives

Signaling its ongoing commitment to operational excellence, NorthBay Healthcare announced that Tom Hanson will take on the new role of Project Management Office assistant vice president. Tom will oversee, identify and execute process improvement initiatives, according to Aimee Brewer, president of NorthBay Healthcare Group.

The Project Management Office (PMO) will take the reins from the Kaufman Hall team at the end of June. In the meantime, Tom is working with the team for a smooth transition.

NorthBay engaged Kaufman Hall to offer an assessment on financial strategies in January 2018.

“At various points throughout this partnership, we have had up to 12 Kaufman Hall individuals to support various aspects of this journey,” said Annie Melikian, Kaufman Hall senior vice president. “It has been a pleasure working with the entire NorthBay team.”

Prior to accepting the position here, Tom worked at Geisinger in Pennsylvania as Process Improvement Office director and also served as senior manager in healthcare consulting with Deloitte Consulting in Washington, D.C.

Operational Excellence, often referred to as Op-Ex, is a transformational performance improvement effort with the goal of systemwide improvements.

At NorthBay, Op-Ex was initially combined with the organization’s “Eyes on 2020” strategic plan, creating an “Op-Ex 2020.” But with 2020 fast approaching, goals for new Op-Ex projects will soon take root.

The new Op-Ex PMO will be responsible for identifying opportunities for overall improvement to finance/revenue cycle, quality and operations, noted Aimee.

“As we finish our work on the initial 150 tactics, we’ll be adding more to maintain our financial health and independence. It should be noted our ongoing focus will continue to be on clinical, operational and financial improvements,” said Aimee.

Tom will orchestrate and lead the internal performance team and all associated activities surrounding operational excellence.

Tom holds a master’s degree in business administration from Boston University and has strong leadership experience in building healthcare project management offices.

“Tom comes to us with a wealth of knowledge and skills in project management and healthcare operations which will be vital in meeting our enterprise work plans and objectives,” said Aimee.

Tom’s office will be at the Hilborn Administration Center. He and his wife Monika, and boys Tommy, 5, and Matt, 2, are settling into life in California.

NorthBay Healthcare’s new Project Management Office Assistant Vice President Tom Hanson (center) will take the reins from the Kaufman Hall team, which includes (left to right) Chris Nguyen, Annie Melikian, Katie LaDue and Josh Jelesky.
A Passion for Orthopedics

New Musculoskeletal Health Director

Keiko Sargent has joined NorthBay Healthcare as director of Musculoskeletal Health for the Centers for Orthopedics and Rehabilitation Services in Fairfield and Vacaville.

She brings more than 10 years of orthopedic and rehabilitation leadership experience to her new role, which includes both inpatient and outpatient services within the Centers for Orthopedics and Rehabilitation Services.

A native of Northern California, she holds a master’s degree in Business Administration and a bachelor’s degree in Integrative Biology from the University of California, Berkeley.

In her most recent experience, Keiko was a clinical operations manager and demonstrated expertise in developing and executing strategic plans resulting in concierge-level patient experiences, operational efficiencies and robust volume performance for 22 surgeons over nine practice locations.

Keiko also championed the development of continuum-based care models resulting in improved patient outcomes and access.

Her passion for orthopedics and sports medicine is a personal one cultivated during her four years as a varsity letter winner and team captain for U.C. Berkeley’s NCAA Women’s Gymnastics.

“Personal experience has provided Keiko with a unique perspective on the patient experience and the opportunities for optimization,” noted Justine Zilliken, assistant vice president of Specialty and Surgical Services in a memo announcing the hire.

Keiko is splitting her time between the Hilborn and Vacaville orthopedics and rehabilitation centers. She can be reached at extension 5563 or via email to: Keiko.Sargent@NorthBay.org.

Emergency Coordinator Earns County Appointment

NorthBay Healthcare Emergency Management Coordinator Peter Stocks was recently appointed as the Solano County Health Care Coalition (HCC) Response and Readiness Coordinator.

The Health Care Coalition includes NorthBay Medical Center and NorthBay VacaValley Hospital, David Grant Medical Center, Sutter Solano, Kaiser Vallejo and Kaiser Vacaville. The role of the coordinator is to facilitate the planning, training, exercising, operational readiness, financial sustainability, evaluation, and ongoing development of the coalition as well as to lead, participate in, or support the response activities of the coalition according to their plans.

“It is an honor to represent NorthBay among our peers,” said Peter. “This role leads efforts at all partnership facilities to honor our commitment to our communities, which depend on us during their times of greatest need.”

He added that his role as coordinator also recognizes NorthBay as a community leader. “NorthBay’s mission statement to provide compassionate care, advanced medicine, close to home is our promise to provide essential lifesaving services to the community and provide for the comfort and aid of our patients, especially during disasters,” Peter said.

“I work every day to further NorthBay’s readiness and response,” he added. “My role with the coalition allows me the opportunity to work closely with our partners to ensure we have a coordinated, robust response and are able to support each other in any event.”
Changing of the Guard

Adam Weinberg has been named director of security for NorthBay Healthcare, filling the position previously held by Jon Read, who retired this month after four years with the organization.

Adam brings more than 20 years of experience in law enforcement and security service to his new role and is excited to bring his leadership skills to the position.

His goal is to “improve the professionalism, safety and training levels of (NorthBay’s) already great foundation in the security department,” he said. “I believe successful healthcare security and safety can be accomplished by seamlessly combining security staff vigilance and attention to customer service delivery techniques, such as the utilization of ‘The NorthBay Way,’ in everyday staff, patient and visitor contacts.”

His most recent previous experience includes seven years as a security account manager with Allied Universal Security, where he managed contracted service accounts at specific sites, including UCSF Benioff Children’s Hospital in Oakland. Prior to that he served 18 years in law enforcement in Miami-Dade, Florida, including time as a police sergeant, accreditation manager and detective bureau supervisor.

As for Jon, he leaves the security team after many accomplishments, including the expansion of NorthBay’s security camera system, from 10 cameras between both campuses, to more than 425 throughout the entire organization. He also oversaw the recent implementation of the visitor management system at NorthBay Medical Center, which will be implemented at VacaValley Hospital later this year, as well. “This visitor management system has helped to create a new layer of safety and security for the organization,” he said.

Jon said he plans to use his retirement to enjoy time with family, including his 18-month-old granddaughter, as well as traveling, golfing and “riding my Harley.”

NorthBay Sports Medicine to Offer Free Physicals for Teens July 13

NorthBay Sports Medicine will help young athletes prepare for the new season by offering free sports physicals for boys and girls ages 13 to 17 this summer.

Physicals will be available between 9 a.m. to 3 p.m. on Saturday, July 13, in NorthBay Healthcare’s VacaValley Wellness Center for all middle- and high-school student athletes.

Appointments must scheduled through the student’s coach or athletic director. No insurance is needed, and food and beverages will be provided.

For more information, go to www.NorthBay.org/SportsExams.
Ready for Her Dream Job

After Hiatus, Nurse Returns as Manager

Adrienne Sullivan recently joined NorthBay Healthcare as the new Trauma Program manager.

She began her nursing career at a 35-bed trauma unit in Reno, later moving to Vacaville and working in the operating room as a circulator at VacaValley Hospital and then transitioning back to emergency care joining the Emergency Department team at NorthBay Medical Center. She worked as a lead R.N. on the night shift at NorthBay and then transitioned to another organization where she worked as a nurse manager, gaining management experience.

“Her heart was always longing to come back home to NorthBay, and she was waiting on the opportunity to do so,” said Heather Venezio, director of Emergency Services/Trauma. “We are so glad she has decided to come home and lead the Trauma team.”

Accepting the Trauma Program Manager position is her “dream job,” Adrienne said, adding that she is grateful for the opportunity to come back to NorthBay in a role that blends her passion for trauma/critical care nursing and her professional goals of nursing leadership and management.

New Director for Care Management Joins the Team

Kim Sivers recently joined NorthBay Healthcare as the new director of Care Management.

“Kim is an experienced Care Management leader with strong communication, team-building and leadership skills,” said Thomlyn Bennett, interim assistant vice president, Care Management.

Kim began her career as a case manager for an organization on the East Coast and then worked as a registered nurse in a mother-baby unit. After working as a nurse for several years, she returned to case management, serving in a number of leadership roles.

She and her family have moved from North Carolina to join the NorthBay team.

NorthBay Mourns Loss of Former Lab Supervisor

Long-time former laboratory supervisor Lovena “Bing” Lagdamen, passed away May 21, surrounded by her loving family.

Bing, 71, had worked as the NorthBay night supervisor and clinical laboratory scientist for 19 years before her retirement in 2017.

“She was well respected and loved by many, a very courageous person, and brought joy to work,” said Shiela Caraballo, NorthBay Medical Center laboratory supervisor. “Lovena was very dedicated to her career and devoted to her family. We will truly miss her.”

Lovena was born June 1, 1947, in Iloilo City, Philippines, to Carmelino and Lourdes Lagdamen. She was the third among five sisters and one brother.

She immigrated to Guam in 1968 with her family and then to Fairfield in 1980.

She was an active member of Our Lady of Mount Carmel Church in Fairfield and also enjoyed traveling with friends and family on cruises. She also enjoyed trying her luck at Cache Creek Casino.

A devoted mother and grandmother, she loved to cook and to spoil everyone around her. She was beloved for her kind and generous nature, as well as her sense of humor and quiet strength.

She is survived by her children, daughter, Shame; son-in-law, Aaron; sons, Brian, Marco and Martin; daughters-in-law, Amanda Thomas and Nina Arbabaraghi; five grandchildren, three sisters and one brother.
**New Job for Foundation**

**His Gift is Generating Major Gifts**

Ryan Pasco joins NorthBay Healthcare in the newly created position of manager of major gifts for NorthBay Healthcare Foundation.

Ryan previously served as grant and major gift specialist for Ohio’s Maple Knoll Communities and annual giving manager for Dayton Art Institute.

In this new position, Ryan’s main focus will be to raise money for NorthBay Healthcare Foundation, and to secure major gifts and planned gifts that will support a culture of philanthropy at NorthBay, according to Brett Johnson, president of the Foundation.

“Ryan will also work with Foundation staff to create an annual Grateful Patient program that will include an Employee Workplace Giving Program and educational opportunities for all NorthBay staff to learn about the importance of philanthropy here at NorthBay,” Brett noted.

An Ohio native and huge sports enthusiast, Ryan and his wife, Brittany, and children Ellie, Kipton and Asher are excited about being in California and exploring all of the wonderful things to be found here.

“I look forward to meeting everyone and working with you in the future,” he said.

**New System Helps PAC Team Streamline Work**

Registration team members in the Ambulatory Surgery Center, primary and specialty care offices, hospitals and hospital-based clinics successfully launched two new products June 3 that integrate revenue cycle solutions to create a more efficient, accurate and productive work flow, by automating manual processes wherever possible, according to Terese Davis, director of Patient Access and Communications.

Solano Diagnostic Imaging will be the next to convert, according to Terese.

The first program was Premium Eligibility, aka Prem Elig. It works within the Cerner registration platform to provide enhanced eligibility data. The product sits behind Cerner’s Electronic Eligibility Management application and optimizes the Health Care Eligibility/Benefit Response by consolidating multiple streams of eligibility data and standardizing benefit information across payers.

For example, if a patient has Partnership Healthplan, the system will run eligibility against Medi-Cal and Partnership, which eliminates the user from having to go to the Partnership website to check eligibility.

The second program is Registration Quality Alerts or RQA. It’s a web-based, integrated work center solution, that automatically identifies registration errors and displays specific resolution alerts in real time, said Terese.

The product leverages best practice registration alerts, provides error processing and audit trail of users, and provides a work queue management for user alert resolution.

Implementing RQA will assist in the accuracy of data collection and enhance the patient experience.

“This integration with Cerner and Experian creates efficiencies in workflows, eliminates the need to go to payer websites for missing information, collects payments without logging into a separate application, reduces scanning, and increases data accurateness, thus maximizing collections and payer reimbursement,” said Terese.

Terese acknowledged the great work of PAC team members Felicita Neideffer, operations analyst; Jennifer Mercer, senior analyst; and Monica Belo, quality assurance and training coordinator as well as IT Senior Systems Analyst Tamara Prince.

“Congratulations to the implementation team for a job well done,” said Terese.
Sign Up Now for EBP Conference

NorthBay Healthcare’s 6th Annual Evidence-Based Practice and Nursing Research Conference is fast approaching and there is still time to take advantage of early bird pricing.

The conference is scheduled for Friday, Aug. 23, at NorthBay Healthcare’s Green Valley Administration Center and is open to all healthcare professionals who are interested in exploring the challenge of delivering evidence-based care and attempting to keep pace with the latest recommendations for excellence in clinical practice.

This year’s theme is “Attain, Engrain, Sustain: The Pathway to Implementation Science.” Keynote speaker will be Dr. Sharon Tucker, Ph.D., R.N., who is the director of the Translational/Implementation Research Core for the Helene Fuld Health Trust National Institute for Evidence-Based Practice at Ohio State University.

Conference participants will learn strategies to translate evidence into practice and have an opportunity to discuss a wide variety of clinical issues that will be presented.

The goal, say organizers, is to come away with a better understanding of how implementation practices can impact patient care and clinical outcomes.

Early bird special pricing is $75 (20 percent savings for NorthBay employees). Student pricing is $45.

Visit www.NorthBay.org/conference for additional information or to register for the conference.

Survey ... (From Page 1)

with all the surveyors and helping us ensure that we are always survey-ready, but most importantly, patient-ready,” said Heather Resseger, director of Quality.

The survey consisted of departmental tours, chart reviews, competency reviews and multiple breakout sessions.

“We will have action items that will need multidisciplinary groups to complete and will need the help of the entire organization in correcting and sustaining these findings,” said Heather.

A few of the areas of opportunities identified were:

- Charting/documentation accuracy and completion;
- Patient Safety and ensuring 1:1 policy and procedures are met;
- Ensuring access to bathrooms in an emergency;
- Following temperature guidelines, monitoring of temperatures and documenting actions taken for fall outs;
- Outdated supplies;
- Bio-burden on sterilized equipment;
- Inappropriate storage in patient care areas; and
- Outdated resources.
- Following instruction for equipment use guidelines.

Surveyors focused on patient tracers in both hospitals, and looked at high-risk processes that The Joint Commission will be inspecting closely when they visit. NorthBay’s window for Joint Commission visit is between now and September 2020, according to Heather.

“We’ve come a long way from where we were a few years ago when the first Vizient survey shared 250 findings,” said Heather, thanking the surveyors. “You’ve helped us become more of a high-reliability organization.”
NorthBay Healthcare’s “Call Center” has undergone a transformation.

For starters, call it APAC – Ambulatory Patient Access Center. And yes, the changes are significant, said Rachelle Hunter, Primary Care practice manager.

Not only has the center upgraded its technology, but it has gone through a thorough training, focused on delivering the best possible service to patients on the phone.

Now, APAC can efficiently handle calls, schedule appointments, connect patients with a New Patient Navigator or medical professionals, such as an advice nurse.

“The old system just wasn’t effective,” said Rachelle. “We had a call tree, but no way to measure specific volume, or know how long individuals were waiting. Without metrics, it was hard to make improvements.”

One of the findings was that patients who want to re-establish with a new doctor were taking up most of the “new patient” slots.

“Re-establish patients are not new patients, yet we were scheduling them in new patient appointment slots, and it made it more difficult for actual new patients to get seen,” she said.

Rachelle’s team works alongside the CPC’s front desk teams, allowing them to back up each other. If there are three or more calls in the queue, the front desk teams jump in to help.

One of the team’s early successes has been to lower the “abandonment rate.” That’s the number of people who hang up before they can be helped.

“We’ve also reduced wait times. We’re very clear on our key performance indicators,” said Rachelle. “We’re setting benchmarks based on industry standards.”

A new call flow has also been adopted. “We give new patients the first chance to connect with New Patient Navigators. It’s more of a concierge experience,” said Rachelle. They can bypass the main queue and have all their questions answered quickly. Navigators answer complex questions about insurance, or what to expect with labs and X-rays.

“We are linking patients to the website to download new patient forms there that they can bring to their appointment,” she said.

Advice nurses are also available if a patient needs some healthcare counseling. They can help a patient figure out if they should head to the Center for Primary Care, schedule a Care ‘til 8 appointment, consider Urgent Care, or head straight to the Emergency Department.

“It’s our job to educate our patients on what they need to do,” said Rachelle. “But first we had to educate our team.”

And if a patient must be put on hold, they’ll hear educational messages about how the system works.

“It’s a journey we are all enjoying,” she said. “We’ve learned so much. We did have a strategy in place before Kaufman Hall came along, but they really helped us focus on making this a patient access improvement project. Our agents love it. They feel more engaged, empowered and are included in the decision-making and can take more of a team approach. We get 18,000 calls per month. Now we know how to best manage them.”
NorthBay Will Host Pro Tennis Again!

NorthBay Healthcare will once again be the title sponsor when professional tennis returns to Solano County in October. The $100,000 NorthBay Healthcare Men’s Pro Championship, now in its fifth year, will be held on the courts at Solano Community College in Fairfield.

The ATP Challenger and USTA Pro Circuit event will be held Oct. 7-13, showcasing many of the best players in the world.

The tournament benefits the Dr. Chris Cammisa Tennis and Educational Foundation, an organization that supports the women’s and men’s teams at Solano College and introduces tennis and related education programs to underserved youth in Solano County.

It’s the third year that NorthBay Healthcare has served as the title sponsor of the tournament, honoring the legacy of Dr. Cammisa, who served as its chairman in the department of family practice. Dr. Cammisa was also chief medical officer at Partnership Health Plan from 1999 to 2010 before his passing in June 2014.

Time will tell who will become the next future stars, but the event has a strong list of participants in its short four-year history now thriving on the ATP Tour. Of the 94 different singles players who have participated in the Fairfield Challenger, four are currently ranked in the Top-50, 16 in the Top-100 and 45 in the Top-200.

“We had a tremendous tournament in 2018 and we expect this year’s event to be even bigger and better,” tournament director Phil Cello said.

American Frances Tiafoe played in the 2016 Fairfield Challenger. He had an amazing run into the quarterfinals of the Australian Open in January before falling to the great Rafael Nadal. Denis Shapovalov, Taylor Fritz and Alex Bolt have all played in Fairfield. All three reached the third round in Melbourne. Bolt was one of 11 players from the 2018 NorthBay field that made the main draw of the Australian Open and one of the 21 Fairfield event alumni that participated.

Shapovalov played in the 2016 Fairfield Challenger and is now ranked 20th in the world. Powered by his strong run in Australia, Tiafoe is 37th and young Canadian sensation Felix Auger-Aliassime (2017 Fairfield Challenger) has risen to 30th.

Seven former Fairfield players opened play just this week at Roland Garros for the French Open.

The 2018 NorthBay title went to Pittsburgh native Bjorn Fratangelo, who beat Bolt in straight sets. Former UCLA star Mackenzie McDonald won in 2017. Santiago Giraldo of Columbia took the 2016 title and American Taylor Fritz was the champion in 2015.

The Fairfield tournament is the final leg of the men’s worldwide ATP Challenger Tour’s swing through Northern California. It continues to be a great opportunity for tennis fans to watch high-powered professional matches up close.

There will be 48 players this year in the singles draw and 16 teams in doubles. The field of professionals will be finalized in September. The tournament often makes for an interesting mix of young-and-upcoming players going shot-for-shot with veterans trying to either rehabilitate injuries or reboot their careers. Many are ranked in the top-200.

Tickets for the seven-day tournament go on sale in the fall. All seating is in close proximity to the courts. There are also numerous opportunities to be tournament sponsors, volunteers,
Facelift for Second and Third Floors

First Phase is Complete

Work is underway to update and put finishing touches on the second and third floor public corridors and family lounges at NorthBay Medical Center — all part of an effort to modernize existing spaces and better tie the areas to the new wing, which will open later this year.

The first phase was completed Friday, June 14, and two more phases are expected to be completed by the end of the month, according to Annemarie Golz, Facilities Project and Development manager.

Work being completed includes painting, as well as taking out carpeting in the corridors and replacing it with hard laminate flooring to match the new wing. The new flooring provides better ergonomics, said Annemarie, as pushing carts and patients on carpeting is more difficult than on hard flooring.

Tennis ...
(From page 10)

and for youth, “Ball Kids,” on the courts during matches.

For sponsorship opportunities and all other information, contact tournament director Phil Cello by phone (707) 853-0915 or email Cellotennis@Comcast.net, or co-director Rafael Rovira by phone (707) 246-0990 or email at Rafael.Rovira@Solano.edu.

The tournament website can be found at FairfieldProTennis.com. Follow the Chris Cammisa Tennis and Education Foundation on Facebook for regular updates as well.

A Winning Post

Vacaville resident Debbie Harriman shows off the $50 Amazon gift card she won in the May #HealthTipTuesday drawing. She won by posting a comment on a #HealthTipTuesday post on the NorthBay Facebook page. Employees are eligible for the drawing and new tips are posted every week.
Dive In ...

(From Page 1)

NorthBay Healthcare strategic planning.

She joined the Marine Megafauna Foundation and has volunteered for the Mozambique organization during vacations to participate in research trips to study the graceful manta rays in different areas of the world.

“They’re being killed for Chinese medicine, which is tragic. They don’t provide the libido boost that some cultures think they do,” she said.

She teams up with other divers to document all sorts of information — how many there are, what they eat, how they mate, where they travel.

“We’ll in turn share this with countries that are willing to set aside reserves to protect these creatures,” she said.

Saving marine life is just one of her many retirement goals. Also on the bucket list, to pursue after her June 28 retirement:

• To get involved and work on a political campaign;
• To travel the world; and
• To continue to provide support for an annual historic trail ride that stretches 1,300 miles from Oregon to Montana.

These goals might seem quite challenging for some retirees, but not to Elnora. She’s known her share of challenges in 32 years of working at NorthBay.

She arrived in 1987 just after Vaca Valley Hospital and NorthBay Cancer Center opened. Her focus was strategy and business development — with a staff of just three people. A few years later, her duties expanded to managed care, which involves negotiating contracts with insurance companies, and creating some of the best contracts in the state, which helped NorthBay Healthcare maintain its independence.

By 1995, she was ready to take on another bold experience: Creation of a health plan for local business owners and individuals interested in affordable, responsive health coverage.

“We had the opportunity to see other insurance programs launch and disappoint. We were ready to tackle it in a unique way,” she recalled.

NorthBay teamed up with UC Davis Health System and Mercy/Dignity Health in 1996 to create Western Health Advantage (WHA).

“We focused on being local and friendly to provider systems. And we were determined to be responsive to brokers in the area — to pick up a phone when someone called and get them answers quickly. With WHA, no one had to wait weeks to get a quote. Maybe an hour or two.”

That strategy has paid off and WHA has grown from serving Sacramento and Solano counties, to also include Colusa, Yolo, El Dorado, Placer, Marin, Napa and Sonoma counties.

Elnora has served on the board of directors for 21 years and has stepped into the role of chair several times.

In addition to being vice president of Strategic Development, Elnora is also president of NorthBay Health Advantage and today oversees a team of 60-plus. She still relishes the opportunity to make big changes on a small canvass.

“Becoming a member of the Mayo Clinic Care Network helped NorthBay garner the stature it deserves. We really are the most sophisticated health care system in Solano County,” she said, pointing to examples of cutting-edge medicine in the NorthBay Cancer Center, the Center for...
It may appear to be a variation on the movie poster for “Jaws,” but the small image on the top, right-hand side of the photo is actually Elnora Cameron during a dive. Her party found a number of whale sharks, which she said were not as intimidating as it may look. During that trip, she fell in love with manta rays and eagle rays.

Heart & Vascular and the Center for Neuroscience, to name a few.

“Some people think North-Bay is small because our two hospitals have 180 beds between them. Well, I relish that underdog role. We have always thought big. It’s a truly great place to work, a laboratory where you can have a vision and watch it play out.”

During her formative years, she never pictured herself in health care. She grew up on a dairy farm in Pennsylvania, and earned a degree in urban planning from the University of Wisconsin. After that, she spent a decade as a consultant, mostly to cities and counties. She was “borrowed” to a team with a health care project and discovered she loved the challenge.

“Turns out I was pretty effective at not only seeing the big picture, but also working with details. But after 10 years, I wanted to see how I could change an organization — from the inside.”

And that she did, said Gary Passama, retired president and CEO of NorthBay Healthcare.

“She made every NorthBay strategic planning process distinctive, employing innovative and novel devices to encourage outside-the-box thinking.”

He admits that sometimes her attention to detail drove him “nuts,” but in a good way. Her grasp of details and bold negotiating style resulted in fair contracts with sometimes obstinate health plans.

“Her devotion to this health-care system is undeniable,” said Gary.

NorthBay Healthcare President and CEO Konard Jones agreed. “She deserves the undying gratitude of those who worked with her, and those who will work after her and benefit from her vision, leadership and unending zeal for doing what is best for patients who put their lives in our hands,” said Konard.

Sarah Jewel, director of Business Development, has worked for Elnora for the entire 32-year span, and says that while Elnora’s accomplishments are many, two really stand out: her genius for strategic planning and her personal touch in dealing with her work family.

“As NorthBay’s chief strategist, Elnora brought high expectations and bold ideas to NorthBay’s strategic plan, whether it was top quality and patient satisfaction scores or searching out health system partners and starting a health plan that worked better for patients and providers,” noted Sarah.

“But on a more personal level, our team is really going to miss her personal touch,” she added. “She has gone to great lengths to make sure that each of us in her division feels valued for our contributions to the company, and that as individuals we are important to her. From her daily morning greetings, to monthly birthday celebrations with elaborate homemade cakes designed especially for the birthday celebrants and the flowers fresh from the farmers market she brings in Monday mornings, we will miss her special touch.”

There’s never an easy time to leave, agreed Elnora. While she’s pleased with the results of the Blue Shield lawsuit, which yielded a $22 million-plus settlement for NorthBay, she wishes she could see the conclusion of other pending lawsuits, but they don’t even have calendar dates yet. “It could be another year…”

And that’s time she’s not willing to give away, when she has important goals, such as supporting a historic trail ride from Wallowa Lake in Oregon to Montana, 30 miles from the Canadian border.

The ride involves only Appaloosa horses, and no, Elnora doesn’t plan on riding one. She’s on the support team, moving camp from location to location so the riders have food and tents.

The trip actually takes place one week a year — over 13 years. Every year the group adds another 100 miles to the journey. This year, when she joins old friends on the trail — somewhere in Idaho — she’ll be working on the 13th link in the trip.

“I figure I have 20 very good physical years left... I have things I really want to do before I lose the capacity to do it,” she said, “and this is just one of them.”

Although Elnora didn’t want a big celebration, there is a get-together being planned at 2 p.m. on Tuesday, June 25 at the Green Valley Conference Center. Refreshments will be provided.
unpacked and everything from chairs, tables, computers and countertops are being put into place.

Much of the large equipment — diagnostic imaging and surgery suite equipment — is in place, but not all.

“There’s still many tasks left to accomplish,” said Annemarie Golz, Facilities Project and Development manager.

Although the construction team is still awaiting the final paperwork to receive the formal “Certificate of Occupancy,” the California Office of Statewide Health Planning & Development (OSHPD) approved the move-in.

The certificate is expected any day, and will mark a huge milestone on the road toward opening the new wing for patient care, said Annemarie. It signals the end of construction for the building. The last remaining hurdle will be obtaining the California Department of Public Health permit to allow NorthBay to practice medicine in the building. That final review is set

Move... (From Page 1)
Move ... (From Page 14)

for the third week in September.

A Transition Work Group of more than 80 employees from across NorthBay’s many disciplines and departments has been meeting regularly and checking off assignments on a huge Excel spreadsheet that includes more than 1,200 tasks, and literally thousands of supportive assignments.

The tasks have ranged from creating communication plans to installing equipment, taking inventory, assessments and testing. For example:

- Nutrition Services submitted licenses to prepare and serve food in the kitchens;
- Radiology conducted shielding integrity of the unit’s walls and scheduled training for staff;
- Human Resources assessed staffing plans and determined when new hires will be on-boarded and trained;
- Compliance and Safety developed plans for walkthroughs, findings corrections and mock surveys.

The list goes on and on.

Work has just begun on creating three Day-in-the-Life scenarios, which will involve interaction between all departments moving in to the North Wing.

“The idea is to put our processes to the test, to see where we need to make improvements so that we can really be ready for go-live in October,” explained Sonnell De Guia, R.N., Day-in-the-Life Committee chair.

Watch for more details to come soon in FYI about the Day-in-the-Life exercises, move-in plans and more.
Time for Reminders About Our Magnet Visit

Magnet appraisers from the American Nurses Credentialing Center are scheduled to arrive on NorthBay Healthcare campuses June 24 for a three-day recertification visit.

Anyone who wants to come and share stories and provide comments about the care provided at NorthBay Medical Center, NorthBay Vaca Valley Hospital and outpatient clinics under the hospital license are welcome, according to Jennifer Tudor, R.N., NorthBay’s Magnet Program director. Those outpatient clinics include NorthBay Wound Care & Hyperbaric Medicine; NorthBay Home, Health & Hospice; and The Surgery Center at NorthBay Vaca Valley.

There will be an open forum in Annex Rooms 1 and 2 between 12:15 and 1:15 p.m. on Wednesday, June 26. In addition, Annex rooms 3 and 4 will be set up at the same time for those who want to speak privately with an appraiser.

Both sessions are open to everyone, from employees to patients, families and community members.

Meetings are also being set up to help the appraisers verify, clarify and amplify the report that NorthBay submitted in its quest for recertification.

“If invited, employees are encouraged to come share stories about the nursing excellence and interdisciplinary collaboration we practice to take excellent care of patients in our community,” said Jennifer.

There are fewer than 500 hospitals in the world that are Magnet-recognized. NorthBay first earned the honor in 2014, although the official award was presented in October 2015.

“Being Magnet recognized means being recognized internationally for nursing excellence,” said Jennifer. “The site visit is an affirmation of what we do and who we are at NorthBay Healthcare,” said Jennifer.

Hospice Team Goes Social

NorthBay Hospice & Bereavement is taking part in a social media campaign designed to reinforce the value of hospice care and encourages others to join the effort. The campaign invites people to post photos and comments on what hospice means to them, using the hashtag #MyHospice. What My Hospice means is different to each individual and family, campaign organizers say. #MyHospice allows people to share their unique story. For more information, visit MyHospice.org

Dates to Remember

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<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>06.19.19</td>
<td>Nurse Camp Week continues through Friday</td>
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<tr>
<td>06.24.19</td>
<td>Magnet site visits begin</td>
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<tr>
<td>06.27.19</td>
<td>Urologist Herkanwal Khaira, M.D., speaks, 10-11 a.m.</td>
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<tr>
<td>06.25.19</td>
<td>Masquerade $5 Sale, NBMC, Annex 1&amp;2</td>
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<tr>
<td>07.02.19</td>
<td>Retirement Plan Meeting, GVAC Room 160</td>
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<tr>
<td>07.03.19</td>
<td>Retirement Plan Meeting, Vaca Valley Health Plaza, Suite 290</td>
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<tr>
<td>07.13.19</td>
<td>Sports Physicals, NorthBay Vaca Valley Wellness Center, 9 a.m. to 3 p.m.</td>
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<tr>
<td>07.19.19</td>
<td>NorthBay Guild Golf Classic, Eagle Vines</td>
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<tr>
<td>07.27.19</td>
<td>NorthBay Healthcare’s Day at the Ball Park, Raley Field, Sacramento, 7:05 p.m.</td>
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