NorthBay Counts Its Many Blessings

♦ Pavilion Opening Kicks Off NorthBay’s Big Modernization

The grand opening of a dramatic steel and glass Welcome Pavilion became the backdrop for a groundbreaking ceremony Nov. 16, heralding the beginning of a four-year modernization project at NorthBay Medical Center.

NorthBay Healthcare board members and city and county officials posed with golden shovels and turned the first dirt for a new cutting-edge care campus.

See PAVILION, Page 14

♦ Big Reward Comes for Reaching Goals

NorthBay Healthcare has received close to $3.9 million from Partnership HealthPlan of California (PHC) for reaching quality goals for the plan year ending June 30, 2016, announced Theo Rallis, senior director of Accounting for NorthBay Healthcare.

PHC is the Medi-Cal managed care plan for Solano and several other California counties.

Cynthia Pouncey (wearing black sweater, center of group) is embraced by her colleagues in Nutrition Services upon her return to work. She’s thankful for their support, and thankful to be alive.

See REWARD, Page 13

♦ Manager Happy to Be Alive, Have Her Job

Every day is Thanksgiving for Cynthia Pouncey and her two teenage children.

“No, we never leave the house without saying ‘I love you.’ Every day we look for opportunities to be thankful. And we have so many things to be grateful for.”

Cynthia came incredibly close to losing everything — including her life — following a horrific bicycle accident in August 2015. The avid half-marathon runner and long-distance cyclist

See MANAGER, Page 12

So Much to Be THANKFUL For:
- Two New AVPs
- Staff Discount
- Vets Connection
- Vaccine Rate

— See Inside
Care 'til 8 Announces Holiday Hours

Both the Center for Primary Care and Care ‘til 8 will be closed on Thanksgiving Day, Christmas Day and New Year’s Day. The CPCs will also be closed on Black Friday, Nov. 25, Dec. 26, and Jan. 2.

Care ‘til 8 has various hours throughout the holiday season. They are:

Nov. 25 (Black Friday) Only Hilborn will be open from 12:30 to 8:30 p.m.

Nov. 26 Both Care ‘til 8 locations are closed

Nov. 27 Care ‘til 8 is open at Hilborn only from 8:30 a.m. to 8:30 p.m.

Dec. 24 (Christmas Eve) Both Care ‘til 8 offices will be open 9 a.m. to 3 p.m.

Dec. 31 (New Year’s Eve) Both offices will be open 9 a.m. to 5 p.m.

Jan. 1 and 2 Both offices will be open from noon to 8 p.m.
Citing extraordinary growth in patient volumes and an increasingly complex array of services, Aimee Brewer, president of the NorthBay Healthcare’s Ambulatory Division, announced promotions of two familiar faces to assistant vice president positions.

Justine Zilliken and Teresa Langley will focus on operations, as well as development and implementation of new initiatives that support NorthBay’s strategic plan.

They will report to Wayne Gietz, vice president of the Ambulatory Division. The trio “will work collaboratively with physicians, staff, members of the hospital and ambulatory teams to deliver seamless and superior care to the patients and families we serve,” said Aimee.

The Ambulatory Division now has more than 115 providers at 28 locations. As of early November, NorthBay has recorded more than 210,000 patient visits.

“Along with this prodigious growth comes a need for an adequate infrastructure, not only for the volume of services we now provide, but to ensure we can manage a strategic plan that forecasts further growth and development,” said Aimee.

Justine will oversee the heart and vascular service line, the musculoskeletal service line, surgical and specialty services, gastroenterology and occupational and employee health.

Teresa will focus on oncology and neuroscience service lines, plastic surgical services as well as the centers for pain management and integrative medicine. She also serves as the Mayo Clinic Care Network operations administrator for NorthBay.

Teresa just completed her big job as move coordinator for the VacaValley Wellness Center. While Adrian Riggs, assistant vice president of NorthBay Health Advantage, coordinated the move of the fitness center and Solano Diagnostics Imaging into the building, Teresa handled the transitions for all the medical offices.

“My new position gives me the opportunity to enhance our existing ambulatory services while inciting quantifiable organizational and technological advancements that will provide health care excellence to our patients,” said Teresa.

She has served as a service line administrator for several large healthcare organizations across the United States, including UC San Diego, Oklahoma University Medical Center and Community Healthcare System, where she also served as the Loyola University Medical Center liaison.

She also enjoyed her role as the international and national solutions manager for GE Healthcare where she advised the top 20 healthcare organizations’ C Level positions and the president of GE Healthcare.

Prior to joining NorthBay Healthcare, Justine was a service line administrator for the Nevada Cancer Institute, a regional executive for the Far West Division of the Hospital Corporation of America (HCA), including the Nevada Neuroscience Institute, and most recently the vice president of business development for Nursenav Oncology, a software-as-a-service company dedicated to the field of patient navigators.

“In my new role, my goal is to leverage the privilege of working even more closely with my hospital partners to cultivate innovative, integrative programs within our specialty and surgical services,” said Justine. “We will do this with seamless patient experiences through programs such as video patient visits, perioperative surgical home and a fully integrated Heart Failure program, thanks to the expert guidance and partnership of our inpatient Cardiac Rehabilitation team.”

Both women joined NorthBay Healthcare in 2015.
Epilepsy Foundation Honors NorthBay Neurosurgeon

NorthBay Healthcare Neurosurgeon Edie Zusman, M.D., medical director for the NorthBay Center for Neuroscience, was presented with an Honorary Service Award from the Epilepsy Foundation of Northern California (EFNC) at a Candlelight Gala Saturday, Nov. 19, in San Francisco. Dr. Zusman (pictured at right with Neurosciences Supervisor Shauna Bishop) joined the foundation’s Professional Advisory Board in 2005, and moved to the Board of Directors in 2013. She served as chair of the board in 2014 and 2015, bringing her vision for great growth, expansion and effectiveness. “With laser focus on doing what was best for the community, Edie diligently pulled together the best talent she could find to help her strengthen the foundation,” said Jody Eaton Ioms, executive director of the foundation. Joel Sullivan, chairman of the board said, “Edie was exactly the type of person we needed at EFNC. She stepped in at a time of change and had a vision for how to put EFNC on solid ground. She did that and more and brought the organization to a place it has not been in over a decade. Her passion for every aspect of our mission is unparalleled and I hope we can continue to identify people with her level of commitment and leadership to bring EFNC into a new era.”

Join Us for Merriment on Parker Street

NorthBay Healthcare will get into the spirit when Santa Claus comes to downtown Vacaville on Tuesday, Nov. 29, as part of Merriment on Main. While the downtown celebration begins at 5 p.m., NorthBay friends and family will host a celebration at Secondhand Rose Thriftique, 322 Parker St., with hot chocolate and popcorn, live entertainment and special characters.

Patients, Families Sought for Input

To improve the patient experience, NorthBay Healthcare is looking for patients and family members of patients who are willing to share their time and opinions by joining NorthBay’s first-ever Patient and Family Advisory Council (PFAC).

“At NorthBay, we want to get things right for every patient, every encounter, every time,” explained Jennifer Shoemaker, program manager for patient experience. “Patients and their families are often the most knowledgeable members of the care team and can offer unique perspectives and valuable feedback regarding the care they receive.”

Jennifer and a team of NorthBay leaders are inviting interested individuals to apply for the PFAC by submitting an application that can be found online at NorthBay.org/PFAC.

The council will meet for two hours every other month and will provide insights across a variety of medical disciplines. The team will consist of patients, family advisors, physicians, nurses, safety and service specialists and managers.

The council will serve as an advisory resource to NorthBay on many of its programs. It will focus on improving relationships and communication between patients, families and staff.
Special Jubilee Offer for Employees

NorthBay Healthcare employees are about to receive some special offers for the 30th Annual Solano Wine & Food Jubilee, beginning on “Giving Tuesday,” Nov. 29.

For the first time ever, employees can purchase tickets to Open That Bottle Night, an event previously available only by invitation to the Jubilee’s largest sponsors — those who had donated $1,500 and above. Organizers are selling employees tickets to Open That Bottle Night because the entire Sunrise Event Center has been booked for the event and can accommodate a larger crowd.

And, employees can purchase 2017 Jubilee tickets, for $75 each — minus the EventBrite service fee of $4.74 that will be charged to the public. The Jubilee is set for Saturday, May 20, 2017, at the Harbison Event Center at the Nut Tree, and tickets for the public are $125 on the day of the event, if available.

“It’s an important anniversary year for what is Solano County’s largest fund raising event,” said Brett Johnson, president, NorthBay Healthcare Foundation. “We want to extend these offers to employees first because they’ve been such good supporters of the event over the years, and we want to thank them for that support.”

Tickets to Open That Bottle Night — to be held Feb. 11, 2017, at the Sunrise Event Center— are available for $250 per person and include a Jubilee ticket (valued at $125) to the 2017 Solano Wine & Food Jubilee. The night features a Nut Tree-themed dinner with a performance by internationally acclaimed artist David Garibaldi, and other special guests.

Both Jubilee and Open that Bottle Night tickets can be purchased through payroll deduction. The employee offer expires Jan. 1, or while they last. For more information, call Colleen Knight, program administrator for the Foundation, at (707) 646-3131, or cknight@NorthBay.org.

The employee offer begins on Giving Tuesday. “Giving Tuesday is a global day of giving of time, goods or funds, and employees may see it as an occasion to show their support of NorthBay Hospice & Bereavement,” Brett said. “And, if employees can’t attend the Jubilee, they may choose to support the Giving Tuesday concept by contributing items to the Jubilee Silent Auction, or volunteering at the event.”

Stories from the Heart

NorthBay Cancer Center patient Margarita Lopez, survivor, author and motivational speaker, shares her story with the audience at NorthBay Healthcare’s “Stories From The Heart” event on Nov. 17 at Green Valley Administration Center. Joining Margarita was Jason Quintero, who helped found Pink Lemonade with his wife, Donna, a NorthBay Healthcare patient and cancer survivor. Also speaking were NorthBay oncologist James Long, M.D., and oncoplastic surgeon Jason Marengo, M.D. Lopez’ message of hope included urging the audience to look at life as an adventure and to enjoy every moment.
Our Salute to Veterans!

NorthBay’s entry in the Veterans Day Parade (top) lines up. Hospice Volunteer and Bereavement Coordinator Linda Pribble (above) gets her game face on to inspire marchers. Veterans and volunteers (at right) were asked to carry the U.S. and service flags.

Coordinator Grateful for Level of Engagement

Linda Pribble, hospice volunteer and bereavement coordinator, is thankful for the success of NorthBay Healthcare’s ongoing outreach to veterans. That success was on display for all to see during the recent Veterans Day Parade in Fairfield.

Linda coordinated NorthBay’s entry, which was led by several volunteers who carried a “We Honor Veterans” banner, as well as flags representing all branches of the military. The flag-bearers were followed by NorthBay employees, supporters and family members, all waving American flags and decked out in purple #NorthBay shirts.

The last entry was the purple NorthBay Trauma

See OUR SALUTE, Page 7
Vets ... (From Page 6)

ambulance and a hospice volunteer, carrying the POW-MIA flag.

The group’s chant of “NorthBay Honors Veterans,” was greeted with cheers and applause by the crowds of parade goers who lined the route.

The parade entry culminated a year of successful veteran outreach for NorthBay Hospice, which earned its second star in the four-star “We Honor Veterans,” program. The program is operated under the National Hospice and Palliative Care Organization, in collaboration with the Department of Veteran Affairs and works with hospice organizations to provide staff and volunteers with educational tools and resources to help them to better understand military culture and the unique needs of veterans. The second star was earned after Hospice staff and volunteers received veteran-centric education.

NorthBay launched the program last fall and has spent the past year reaching out to local veterans and taking the message out to the community. Linda gave presentations to the Lions Club, as well as to meetings of the American Legion, Veterans of Foreign Wars, DAV and Am Vets.

“Only someone who has been to war knows what it’s like to live with those traumatic memories,” said Linda. “And only another veteran could know how this might affect another veteran.”

This is especially true for those seeking a peaceful ending, she added. “So I am very thankful that we continue to reach out to our hospice veterans and have so many wonderful volunteers stepping up to participate in this program,” she said.

In an effort to earn the third star, NorthBay Hospice will develop and strengthen additional relationships with Solano County’s department of Veteran Services, CAL VET (California Department of Veterans Affairs), and Travis Air Force Base, she added. Additionally, a “Sharespace” page intended for NorthBay Veteran employees was created with the help of IT employee Dean Pawley. “We were able to identify 160 veterans working at NorthBay this year. Our hope is to create a supportive community for veterans in our community and at NorthBay Healthcare,” said Linda.

Just Dropping In for the MRI

A modular building was dropped onto its foundation behind NorthBay VacaValley Hospital on Nov. 12. In December it will become the home of the first stationary MRI on campus, operated by Solano Diagnostics Imaging. The Toshiba Vantage Titan, Open-bore 1.5 Tesla (high field) MRI features quiet technology and high-definition scanning. It has the shortest magnet with the largest field of vision currently available in the industry. It’s the same model that SDI has used in Fairfield since 2014, according to Adrian Riggs, assistant vice president of NorthBay Health Advantage. Once installed, all inpatient and outpatient MRIs will be offered at both VacaValley Hospital and NorthBay Medical Center.

Hospice volunteer Lynn Gallagher carries the POW-MIA flag.
Letters Policy

FYI publishes letters written to administration and staff of NorthBay Healthcare. Editors of FYI reserve the right to edit them for length and content. We suggest letters be limited to 250 words in length.

We typically withhold names of patients unless they specifically request to be named.

If you’ve received a letter you’d like to share, or want to write a letter to share with fellow employees, please e-mail it to mranson@northbay.org.

NorthBay Dietitian Offers Class in Nutrition at Raley’s

On Dec. 2, NorthBay Healthcare Registered Dietitian Laura Hitt will once again team up with Raley’s in Vacaville to provide a free healthy cooking lesson. Hitt will be at the store, 3061 Alamo Drive, to discuss “Healthy Holiday Appetizers.” Call (707) 624-7975 or email Laura.Hitt@NorthBay.org for information.

‘Wounded Angel,’ Bricks to be Dedicated

The angel now has a permanent home and a dedication date. Local artist Chad Glashoff’s creation, “Wounded Angel,” — created as a tribute to NorthBay Hospice in honor of the care his mother received — will reside outside the offices of NorthBay Hospice & Bereavement.

Its official dedication is set for Saturday, Dec. 3, at noon, at the Legacy & Reflection Garden outside Hospice & Bereavement offices at 4520 Business Center Drive.

The Legacy & Reflection Garden is also where several memorial plaques have been placed, and visitors who attend the Dec. 3 dedication ceremony will have an opportunity to see those previously placed plaques, as well as those that will soon be installed in the garden.

The dedication begins at noon. A light lunch will also be served at this event.

The event precedes the Tree of Memories ceremony, which begins at 1 p.m. at Green Valley Administration Center. (See details, Page 13.)

For more information about the Legacy & Reflection Garden and memorial bricks, contact Colleen Knight at (707) 646-3131.

Joint Replacement Team Made Stay Extra Comfortable

To: NorthBay VacaValley Hospital Joint Replacement Program R.N.s and C.N.A.s:

I was recently discharged from my second knee replacement and was fortunate to have the same team of nurses and C.N.A.s as my first knee replacement earlier this year.

The nurses and C.N.A.s were always looking in on me and if I had to push the call button they were always there in a short time. And when my nurse or C.N.A. was at lunch or helping other patients, someone from the floor would answer. I didn’t know the staff on the floor that helped me, but my nurses were Loida, Eunice and Heather. My C.N.A.s were Lilly, Kat and Sonia.

Also there are two other people who I would like to mention. They are Cynthia Giaquinto, R.N., who is in charge of making sure things run smoothly as possible in the joint replacement recovery program, and the person who makes discharge go smoothly.

The other person is Phillip on the food service staff. His job is to bring the food to rooms but he did a little more than that. He brought a little cheer to the room with the food, which helped make my day go a little smoother.

I have already sent in the survey that was for my stay, but I wanted to add my thanks and to commend the staff of the NorthBay Joint Replacement Program: Heather is a caring, comforting nurse who took time to ease my emotions; Lilly was caring and (made) my stay easy with her comical relief; Loida made a world of difference with her calm and efficient manner, especially during the confusing, hectic hand-off from recovery; Eunice was especially attentive when I was uncomfortable one night (I was kept awake by a commotion in the hallway that she put an end to); and Kat, who patiently answered my questions or found the answers when I was uncomfortable during the night.

— A Joint Replacement patient
Record 95% of Staff Gets Flu Shot

If You Must Mask, Here are Some Tips for Success

Most NorthBay Healthcare employees are thankful they received their flu vaccination last month, thus avoiding the daunting task of wearing a mask when in patient care areas from now to March 31.

In fact, a record 95 percent of employees received the shot, leaving about 175 employees masking up for the season, according to Sandra Ohlson, R.N., Employee Health coordinator. Less than 40 employees remain noncompliant.

For those left holding their masks, second year masker Deb Lum, outpatient complex case manager, offers some useful tips for getting through the season:

“When I meet a patient, I mention why I’m wearing a mask,” she explained. “I don’t wait for them to ask. And when I make an appointment over the phone, I warn the patient that when she meets me in person, I’ll be wearing a mask. I also assure the patient that ‘I’m smiling beneath the mask.’”

For Deb, the decision to avoid the flu shot is all about taking personal responsibility for her health and balancing the risk, benefits and alternatives. And, she thinks wearing a mask may have protected her from other germs — she remained healthy all last flu season.

If you work in a clinical environment, there’s a good chance you’ll be asked by a patient or visitor why someone is wearing a mask. A suggested response is “It’s for your safety and mine. Solano County has mandated masking during the flu season, Nov. 1-March 31, for all health care workers who did not receive a flu vaccine.”

If you need a mask, they are located in hospital and medical office lobbies.

Here are Some Shopping Tips for Your Adopt a School Classrooms

Seasoned Adopt a School shoppers know where to get the best deals on classroom goodies.

If your class needs flash cards, reward stickers, coloring books or other small items, be sure to visit the Dollar Tree or one of the other “dollar” stores. Dollar stores also have a good supply of holiday gift bags, candy, paper plates, cups and napkins.

Barnes & Noble book store in Fairfield offers NorthBay Healthcare the teacher/corporate discount when you show your NorthBay ID badge and the classroom wish list of books.

Items such as dominos, small stuffed animals and other small games can be purchased from Amazon.com.

Costco is a good source for large boxes of pretzels, Goldfish crackers, Chez-its and breakfast bars as well as large lots of Kleenex, baby wipes and hand sanitizers.

If you shop for art supplies at Michaels, start collecting 40 percent-off coupons in the Sunday paper. Walmart usually has the least expensive sets of Play-Doh.

If you have other shopping sources to share, send your tips to Public Affairs and we’ll post them on My NorthBay.
Drill Puts Response Skills to the Test

Teams at NorthBay Medical Center and NorthBay VacaValley Hospital put their coordination and communication skills to the test when they participated in a statewide disaster drill Nov. 17.

In the scenario — echoed in every county in the state — a collision between a train and two buses sent 120 people to local hospitals. In Solano County, 23 “victims” came to NorthBay Medical Center for treatment and eight went to VacaValley Hospital, where two reportedly died from their injuries.

Students from the Fairfield Public Safety Academy and some local actors were assigned personas and injuries, and made up to feature a variety of wounds.

The drill involved physicians, personnel from hospital operations, both emergency departments and ICUs, all nursing units, surgery, PACU (Post Anesthesia Care Unit), Engineering, Security, Purchasing, Finance, Case Management, Social Services, Pharmacy, Public Affairs, Nutrition Services, Environmental Services and the lab.

The drill lasted two hours and concluded with a discussion on lessons learned and suggestions.

NorthBay’s role and participation were coordinated by Lee Kiolbasa, emergency management coordinator, who said it was a worthwhile experience.

“We had varying levels of disaster experience in the hospital command center, but everyone pulled together to accomplish the task,” said Lee. “It’s critical that we continually test our disaster plan in a non-attribution environment and gather the lessons learned to see how we can improve the plan, our communication processes and our response skills.”

Sandy Piedra, director of Emergency Services, agreed.

“It’s not a questions of if, but rather of when something like this will happen,” she said. “We drill so that we can make our mistakes and learn during the drill rather than making them during an event.”
#OurDocTalk Puts Focus on COPD

November is National Chronic Obstructive Pulmonary Disease (COPD) Month, and with the help of NorthBay pulmonologist Pramod Krishnamurthy, M.D., the latest #OurDocTalk live Facebook chat helped spread the word on what causes the disease, its symptoms and treatment.

Much of the discussion focused on the most common cause of COPD: smoking.

“Smoking is the most common cause of COPD in over 80 percent or more of patients with COPD. Smoking causes airway inflammation and destruction of lung tissue causing emphysema by a complex inflammatory process,” Dr. Krishnamurthy explained. “Therefore, it is crucial that we do our best to help patients quit smoking to minimize and halt the damage that is being done from smoking.”

Dr. Krishnamurthy noted that there are other, less common, causes of COPD such as exposure to biomass fuels in developing countries, and rare genetic diseases, but added that quitting smoking is important for other reasons, including the host of other health problems it can cause, such as heart disease and cancer.

Common symptoms of COPD were also part of the discussion. “It basically causes respiratory symptoms of shortness of breath, chronic cough and mucus production and bronchospasm,” he said.

How do you know if it’s COPD or some other breathing/lung issue? “Many different conditions make patients short of breath,” Dr. Krishnamurthy explained, including other disorders such as asthma, lung fibrosis, pulmonary hypertension and heart disease. “We can tell the difference by obtaining a thorough history, physical exam, assessing for risk factors, and most importantly by a test called spirometry, which evaluates for the obstruction in airflow.”

#OurDocTalk, is a series of live Facebook chats designed to connect NorthBay practitioners with the community to answer questions on health issues. Interested followers who visit NorthBay’s Facebook page (Facebook.com/NorthBayHealthcare) post their questions and comments or send them via Facebook Messenger, and then the doctor answers at the scheduled time for the chat.

The chat transcript is still available at Facebook.com/NorthBayHealthcare and an edited transcript will be posted soon at NorthBay.org. The next #OurDocTalk will be scheduled in January.

Bring Your NorthBay Holiday Gift Certificate to Thrift Shop, Gift Stores

By now you’ve likely received a special gift in the mail, courtesy of the NorthBay Healthcare Board of Directors. It’s a gift certificate — valued at $35 this year — and it’s a token of appreciation from the board during this holiday season.

Employees are encouraged to spend their gift certificate in either of the hospital gift shops or at Secondhand Rose Thriftique, 322 Parker St. in Vacaville.

Gift shops will be open on two Saturdays in December, and will open early on six Tuesdays and six Wednesdays. The shops will be open from 10 a.m. to 2 p.m. on Dec. 10 and 17, and they will open at 7:30 a.m. on Dec. 6 and 7, Dec. 13 and 14, and Dec. 20 and 21.

Or, you can transfer the gift certificate to one of several of NorthBay’s outreach funds or to NorthBay Healthcare Foundation, and designate that it be used for a specific program or service. Certificates are valid through Jan. 31.
had joined NorthBay following retirement from the Air Force just months before, and was settling into her job as clinical nutrition manager when the unimaginable happened — in the blink of an eye.

It was a clear and sunny morning. “My boyfriend, Rob Maschal, and I were on a 100-mile training ride on Pleasants Valley Road. We were riding single file, and I was following him. Apparently a van was coming toward us on the straight portion of the road, and a truck moved into our lane at high speed to pass the van. My boyfriend braked to avoid the truck coming straight at him. I hit his back tire, lost control of my bike and fell into the road, and the truck ran over my midsection and shattered my bike. “The driver fled the scene. Cynthia remembers none of this, nor what happened over the following weeks. “I was told the first person on the scene was Ju- lie Moak, who ironically is a nurse in NorthBay’s Mother/Baby unit.” Julie helped Rob to stabilize a combative and partially conscious Cynthia until first responders arrived. Another NorthBay employee, Valorie Oberg, Nutrition Services analyst, had heard about the accident on the news and social media, saw a truck matching the description near her home, and called police. The driver was arrested.

Cynthia was taken to Kaiser and spent two weeks in a medically induced coma. Critically injured, she underwent six surgeries within the first week alone and required 44 units of blood. Her children were told she might lose her legs, if not her life. “I lost more than four feet of my small intestine and the last third of my colon, had major kidney damage and vascular damage in my legs, acquired life-threatening blood clots, and was at death’s door. My doctors told me that I survived for two reasons: God must have a plan for me, and because I was very fit.”

“The doctors have been amazed at how strong she’s been,” Rob said at the time. “It’s in her DNA to be a fighter. The healing has been nothing short of a miracle.”

When stabilized, Cynthia was transferred to NorthBay Medical Center and Jessica Tello, NorthBay’s outpatient complex case manager, took charge of her case. “Jessica has been a vital, integral part of my care,” Cynthia said.

Cynthia later spent time at Queen of the Valley for rehabilitation, and had additional admissions to NorthBay for complications.

Recovery through the winter and spring was slow, Cynthia explained, because internal injuries severely affected the recovery of her gut and kidneys. She also faced many months of physical therapy. “My NorthBay physical therapists — Bob, Jenny and Anna — helped me to get strong and rebuild my core strength, even with all the abdominal incisions, and helped me with a broken knee that wasn’t even discovered until after my first round of physical therapy.” One more surgery was needed almost a year later, to relocate her right kidney into the pelvis in order to save it. “Thank God I live in the age of modern medicine,” she said.

As amazing as her recovery has been, Cynthia is also amazed by the support she and her family received through the ordeal. “Kat Shafer and my team here at NorthBay divided up my responsibilities to save my job. Fellow employees — I have no idea who — donated their Paid Time Off. I can’t even thank them; it’s anonymous! My mother came from Missouri to help with my children, and she was here a year. I received hundreds of cards from fellow employees and even complete strangers. A card from one of the Units had a $100 bill in it, and no name to thank! Care packages and meals made by my NorthBay family were delivered to my home; Kon- nard Jones (Hospital president) delivered some, my family tells me. My friends all over the world started a prayer circle through Facebook. My military family started a GoFundMe account, and a friend in Japan folded 1,000 paper cranes as a way of praying for me. It takes so much time to make them, every time I look at them I cry. All that generosity kept my family afloat for months.”

Cynthia returned to work 13 months after the accident, on Oct. 10, just a few weeks before the driver was sentenced to three years in state prison for felony hit and run.

“I have so much to be thankful for,” she said. “Humanity can be beautiful and people can be so generous. Their true colors really do come out when times are bad.”
Honor Loved Ones at Tree of Memories

The holidays can be a challenging time if you’ve lost a loved one during the year. NorthBay Hospice’s annual Tree of Memories — set for Dec. 3 at 1 p.m. — offers people an opportunity to remember their friends and loved ones during a thoughtfully designed ceremony. There is still time to add photos to the day’s special digital presentation, or to order a special keepsake ornament for those who are interested.

The two-hour ceremony will be held at NorthBay Healthcare’s Green Valley Administration Center, 4500 Business Center Drive in Fairfield, and it includes music and a reading of names, followed by light refreshments.

Before the ceremony begins, guests receive a free handmade butterfly-themed ornament to place on the evergreen tree in memory of their loved ones.

This year, the Tree of Memories recognizes Pearl Harbor Day and the veterans who gave their lives to protect our freedom.

A special presentation of digital images will also be screened at the event. Anyone wishing to submit a photograph of a loved one is asked to send it to bereavement@NorthBay.org by Nov. 30.

Special keepsake ornaments have been uniquely designed for the occasion. This is the last year for this style of commemorative butterfly sun catcher ornament, and the 2016 version is an evergreen color. A limited supply of cobalt and turquoise glass ornaments from previous years are still available. Ornaments can be ordered in advance by contacting Tim Johnson in the NorthBay Healthcare Foundation, at (707) 646-3132, or at txjohnson@NorthBay.org. A $20 suggested donation per keepsake ornament is requested, and orders should be placed by Nov. 25. For more information about Tree of Memories, contact NorthBay Hospice & Bereavement at (707) 646-3517.

Reward for Reaching Goals ...  (From Page 1)

provider with PHC — for both hospital services and primary care physician services.

A few years ago, PHC initiated two Quality Improvement Programs (QIP), one for hospitals and the other for primary care physician practices. The QIPs provide financial incentives to improve the clinical quality of care and the efficiency of the services they provide to PHC members.

At the start of each 12-month period (beginning July 1), PHC tells their providers which clinical quality, patient engagement and efficiency attributes will be measured during the plan year. The sum of all factors (“points”) is always 100 for each QIP program. The attributes measured for hospitals included readmission rates, advanced care planning, clinical quality for obstetrics and newborns, patient safety and operations and efficiency. The attributes measured for primary care and women’s health included HEDIS (Healthcare Effectiveness Data and Information Set) scores, diabetes management, appropriate use of resources, access and operations and patient experience.

At the end of October, PHC gave each provider their scorecard, and the points earned determined the dollar amount of the provider’s bonus. NorthBay Medical Center and VacaValley Hospital — measured as a single hospital — scored 77.5 points, a drop from the 100 points that were earned in the previous three years, and earned a bonus award of $3.3 million.

Despite only earning 77.5 points this year, we were not far away from scoring 100 again, Theo explained. Readmission rates were within one-tenth of a percent of earning an additional 10 points; advanced care planning fell 3 percent short of receiving an additional 7.5 points and exclusive breast milk feeding fell 1 percent short of receiving an additional 5 points.

The performance of each Center for Primary Care is measured separately. Women’s Health is included with the Hilborn CPC. Out of a possible maximum of 100 points, two CPCs scored 92.5 points, and the third scored 87.5 points, a 12 percent improvement over prior year scores. All three ranked in the upper quartile of the 217 primary care medical practices contracted with PHC. The bonus earned by the three CPCs combined was $543,000, a 25 percent improvement over the previous year’s award.

“The bonus award funds will go into NorthBay’s general fund and help pay for ongoing operational expenses, including annual wage adjustments,” Theo added.
Pavilion ...

(From Page 1)
dirt for photos to mark the official beginning of construction of a three-story hospital wing, and renovation, which will turn the hospital’s previous lobby into a much larger Emergency Department.

“None of this would have been possible if not for the clear-sighted leadership and guidance provided by our board of directors during the past six decades,” said Gary Passama, NorthBay Healthcare President and CEO.

The Welcome Pavilion has been carefully designed with color, artwork and furnishings to provide a calm and relaxing patient experience. It features an electronic way-finding kiosk to help patients navigate through the medical center, a private patient registration area and a brand new NorthBay Guild Gift Shop.

“This pavilion is simply a harbinger of the new hospital that NorthBay Medical Center will become in the next few years as

See PAVILION, Page 15
we invest nearly $200 million to bring more advanced medicine to the Fairfield and Suisun City communities,“ said Konard Jones, Hospital Division president.

The new 77,000-square-foot wing will include six new state-of-the-art operating rooms, two new cardiac catheterization labs, a modern cafeteria with indoor and outdoor seating, nutrition services, diagnostic imaging and supply rooms. Also included are 22 new “patient rooms of the future” featuring the latest technology in health care, and 16 more post-acute care beds.

Work is now underway transforming the old hospital lobby into a 7,000-square-foot expansion of the Emergency Department, which will open in early 2019. The addition will add 10 new treatment bays to the facility, for a total of 26.

Architect for the project is Ratcliff Architects of Emeryville; contractor is DPR Construction of Sacramento.

(From Page 14)

The dirt was flying (above) during ground-breaking festivities after golden shovels pierced the earth where a new three-story wing is to be built, following the Welcome Pavilion grand opening. A team from Marketing, Patient Access and the NorthBay Guild greeted guests as they arrived at the Welcome Pavilion Nov. 16.
Now that NorthBay Healthcare’s strategic plan for 2016 has put a collective focus on trust, seamless care and independence, champions are about to be trained to deliver the message to all employees, through department meetings and huddles, project planning and celebrations throughout the system.

It all starts Dec. 5, when Leadership Academy Five (LA5) begins a series of two-hour champion training courses. More than 50 classes have been scheduled and when it concludes Jan. 20, an estimated 300 department managers, supervisors, directors and employee leaders will have received the message and be ready to take it back to their teams.

The task at hand: To determine how the strategic plan will be supported by every department across the system.

“Champions are expected to educate their department, help each department create goals in alignment with the strategic plan starting in February, and then keep the plan alive for at least another year, if not longer,” says LA5 member Laura McGuire.

LA5 stepped up to work with Vice President of Strategic Development Elnora Cameron and her team to develop a communication strategy for the plan, which has been dubbed “Eyes on 2020,” because it will cover NorthBay Healthcare’s strategic growth and development through 2020.

LA5 broke into three teams and divvied the tasks. On the education team is Laura, Heather Troutt, Donna Dabeck and Diane Harris. On the promotions team is Floremil Areujo, Janis Ellis, Ryan Seo and Liza Sims. On the Quality/Performance Improvement, Benefits, Measurements and Lean team are Jennifer Shoemaker, Jessica Coyne-Lowe, Teresa Pierce and Julie Crouse.

“But we’re all pitching in to teach the championship courses,” added Donna. “It’s a real team effort.”

The education team has been coordinating with key NorthBay leaders to prepare a video that will be shown during championship training, be featured at New Employee Orientation, and will be available on Cornerstone. It will also be posted on My NorthBay, your employee portal, after the final championship training concludes Jan. 20.

The video features Elnora, as well as President and CEO Gary Passama, Hospital Division President Konard Jones, and Ambulatory Division President Aimee Brewer discussing various aspects of the plan.

Right now, the focus is on getting potential champions signed up.

“If you’re interested, ask your manager,” says Laura. With manager approval, the classes are open to all employees. “We’re looking for employees who are interested in being agents of change. The goal is to make the strategic plan a living document that every employee will know about and can relate to.”

Consider Making Solano Turkey Trot Your New Tradition

Interested in a healthy option for Thanksgiving Day? Consider joining NorthBay Healthcare colleagues on a team in the eighth annual Solano Turkey Trot.

The 10K run and the 5K run/walk will both take off at 8 a.m. on Thanksgiving morning at Solano Community College.

Meet at the NorthBay booth by 7:30 a.m. for a team photo. There is a kids’ one-mile fun run that starts at 9:30 a.m.

Sign up in advance online (today) and use the code northbay5, and receive a $5 discount off the price. For more information, visit www.solanoturkeytrot.