



# **Community Benefit Plan 2018**

## **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 Authors	Steve Huddleston, Vice President of Public Affairs Sarah Jewel, Director of Business Development
Date of Written Report:	April 22, 2019
Adopted by Authorized Governing Body:	May 6, 2019
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 is available to the public by request and online at [NorthBay.org](http://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.

The 132-bed NorthBay Medical Center is a center of excellence for maternal and child services. 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 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.

The NorthBay VacaValley Hospital in Vacaville also is the center for orthopedic specialties, pain management and hyperbaric medicine.

Our Center for Primary Care, with offices in Fairfield, Vacaville and Green Valley, is a partnership between NorthBay Healthcare and a group of respected local physicians. 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 the Solano Coalition for Better Health (SCBH). 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 the Coalition, 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.

Through the Coalition, 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. As a founding member of the Coalition, NorthBay Healthcare and our board of directors play an integral role in the governance, funding and implementation of Coalition community health improvement projects. Because of this involvement, many of NorthBay Healthcare’s community benefit goals and objectives are planned and completed through the Coalition.

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, 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 conducted by the Solano Coalition for Better Health.

## **HISTORY OF THE SOLANO COALITION FOR BETTER HEALTH**

From crisis came an innovation and success. The crisis that launched the Solano Coalition for Better Health occurred in 1988. A much-needed primary care clinic in a low-income Vallejo neighborhood was in danger of closing. A small group of local physicians, government officials and hospital administrators – including NorthBay Healthcare administrative staff – met to stave off the closure.

This meeting proved to be a success, and their efforts to preserve an under-funded community clinic grew to become the Solano Coalition for Better Health. With the Coalition, the local health, government and social services communities created a vehicle that enabled them to begin addressing the complex economic, social and historical events that are transforming communities and health care delivery systems around the nation, including our own.

As the Coalition matured into a 501c3 corporation, it became the meeting ground for people interested in improving the health status of Solano County residents. The Coalition's membership then grew to include representatives from city and county governments, each of Solano County's private health care systems, the Medical Society, community leaders, non-profit agencies, business leaders and community advocates. With this broad-based membership, the Coalition developed a vision of community health that extended to social services, health promotion, public protection, employment and education.

In July 2004, NorthBay Healthcare and its partners, Sutter Solano and Kaiser, were awarded the American Hospital Association's NOVA award for exceptional community service and partnerships in recognition of the organizations' accomplishments through their participation in the Coalition for Better Health.

Since its inception in 1988, and reaffirmed in 2005, the Coalition's mission has been and remains "to promote the health and quality of life of communities, neighborhoods, and people of Solano County by providing leadership, focusing resources, and developing partnerships." The Coalition's vision is to become "a nationally recognized model of public and private partnerships creating systems change in the provision of care and services to promote and maintain the health and safety of the people and their communities." The Eight Core Values of the Coalition are collaboration, diversity, innovation, outcomes-driven, awareness, initiative, individual responsibility and commitment.

## **WHO WAS INVOLVED IN THE ASSESSMENT**

The Solano Community Health Needs Assessment (CHNA) collaborative include 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
- 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. The Solano collaborative contracted with Valley Vision in 2016 and 2013 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, design and drive multi-stakeholder initiatives and 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

## 2018 IMPLEMENTATION RESULTS

This report describes programs and resources committed in fiscal year 2018, the expected benefit of each and the success. Only one of the eight areas identified in the assessment was deemed beyond the parameters of influence of NorthBay Healthcare – Pollution-Free Living and Work Environments.

### Access to Behavioral Health Services

---

<b>Initiative, Activity or Program</b>	Address the needs of the local homeless population post-discharge from local medical centers and hospitals
<b>Description</b>	In Solano County there is a dearth of services and options for patients with medical clearance who are ready for discharge. The county’s crisis service unit often is filled to capacity. Homeless patients are particularly affected by the lack of access and availability. In 2018, new measures are being sought to create new programs, alter current ones and seek creative alternatives to “warehousing” those with behavioral health issues in emergency departments and inpatient hospital units.
<b>Intended Outcome</b>	Create new capacity in homeless shelters and transitional housing programs for discharged patients with behavioral health issues.
<b>Measureable Success</b>	In 2018 the operation of Mission Solano announced that it would close the Beck Avenue shelter in Fairfield, leaving the central county without an emergency shelter. NorthBay Healthcare, along with members of the Solano Coalition for Better Health, provided bridge funding to keep the shelter operational through the end of year while a new provider was being identified. Total bridge funding from NorthBay Healthcare totaled \$41,250.
<hr/>	
<b>Initiative, Activity or Program</b>	Maintain an integrated Behavioral Health Team at NorthBay Healthcare.
<b>Description</b>	With the guidance of Psychiatrist Dr. Alexander Hazel, D.O., a Behavioral Health Team conducts a thorough, multi-level approach to the care and management of patients with behavioral health needs. In the hospitals, the Behavioral Health Team primarily will comprise licensed clinical social workers and the psychiatrist Dr. Hazel, who will also work with three clinical psychologists who work in the primary care setting.
<b>Intended Outcome</b>	The goal is to more fully develop and fund the fully integrated, consistent, system-wide structure for behavior health services that will improve the quality of patient care overall and begin to extend support into the ambulatory outpatient setting.
<b>Measureable Success</b>	The Behavior Health Team was functioning in the hospitals and in primary care clinics

---

during 2018. The inpatient and emergency department were served by a team of social service workers, a crisis social services team and the medical director for behavior health. In the outpatient primary care clinics, licensed social workers, mental health technicians and clinical psychologists continued to work under the direction of the medical director for behavioral health.

---

### Active Living and Healthy Eating

---

<b>Initiative, Activity or Program</b>	Devise a referral and preventive medical intervention system for seniors participating in the Solano County Meals on Wheels program.
<b>Description</b>	Trained volunteers of Meals on Wheels who conduct home assessments on meal recipients would refer individuals deemed at risk for health and safety concerns. Medical students and health workers from Touro University would make home visits to determine appropriate necessary care. NorthBay Healthcare would provide seed funding to construct the program.
<b>Intended Outcome</b>	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.
<b>Measureable Success</b>	Work began on the program in 2018 with \$6,000 in support from NorthBay Healthcare. However, because of administrative changes in the organization, the project was not fully implemented by years end. Planning was to continue in 2019.

---

<b>Initiative, Activity or Program</b>	Support Solano Land Trust’s outdoor programs for children
<b>Description</b>	Through a NorthBay Healthcare sponsorship, 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.
<b>Intended Outcome</b>	Attract 15,000 visitors to land trust properties in 2018.
<b>Measureable Success</b>	In 2018, 14,375 visitors were attracted to events on land trust properties. Events included: <ul style="list-style-type: none"> <li>○ The annual Lynch Canyon Trail Run and Community Hike had 500 participants;</li> <li>○ The Lynch Canyon Kite Festival, attended by 12 youngsters from The Leaven</li> </ul>

---

- program sponsored by NorthBay Healthcare;
- The free Rush Ranch Open House attracted 800 visitors;
- Hikes and tours that attracted 750 adults and children; and
- Field trips for 2,500 students, from elementary school to college, to outdoor education programs, including Watershed Explorers, Patwin Field Trip and individual school trips.

NorthBay Healthcare’s provided Solano Land Trust a community benefit grant of \$12,800 in 2018.

<b>Initiative, Activity or Program</b>	Support healthy eating habits and smart food choices for school children
<b>Description</b>	Slow Food Solano coordinates a school garden program in elementary schools in Vacaville, Fairfield and Suisun. NorthBay Healthcare would fund the program to a level whereby every school in the region can create a school garden. Funding would include garden construction and maintenance.
<b>Intended Outcome</b>	Every elementary school in northern Solano County that chooses to participate in the school garden program is funded through a grant from NorthBay Healthcare.
<b>Measureable Success</b>	Slow Food Solano, aided by a \$1,000 community benefit grant from NorthBay Healthcare, funded school garden programs on 17 school campuses throughout three local school districts in Solano County.

<b>Initiative, Activity or Program</b>	Joint Mixer and community Health Fair in partnership with Vacaville and Fairfield-Suisun Chambers of Commerce.
<b>Description</b>	In partnership with the two local business organizations, host an inner-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.
<b>Intended Outcome</b>	Business leaders and owners will receive a broad array of health education presentations, taking away helpful information for workforce preventive health.
<b>Measureable Success</b>	On May 10, 2018, more than 200 community business leaders attended the event in the Green Valley Conference Center. More than 50 NorthBay Healthcare clinical providers conducted 12 interactive presentations, presenting health education on various topics, from trauma injury prevention to stroke, heart attack and joint pain.



## Safe, Crime- and Violence-Free Community

---

<b>Initiative, Activity or Program</b>	Enhance programs in the after-school program with The Leaven for at-risk children
<b>Description</b>	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.
<b>Intended Outcome</b>	Neighborhood children will continue to receive help with homework, counseling, 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 2018.
<b>Measureable Success</b>	<p>In 2018, the fully staffed center served more than 100 neighborhood children with after-school tutoring, mentoring and physical activities.</p> <p>Youngsters were taken on a tour of the construction site of a new hospital wing that will be completed in 2019, exposing them to careers in the professional trades.</p> <p>Program participants also were hosted at the annual Kite Festival, sponsored by Solano Land Trust, which gave the children a day in the community’s open space amenities.</p> <p>NorthBay Healthcare provided The Leaven a total of \$68,132 in combined community benefit grants, event sponsorships and use of a NorthBay-owned facility on Dana Drive adjacent to its Fairfield hospital.</p> <p>That included:</p> <ul style="list-style-type: none"><li>• \$27,500 in direct financial grants and cash sponsorships; and</li><li>• \$40,632 in in-kind support (\$30,000 rent-free use of a duplex on Dana Drive, and \$10,632 in services for landscaping, pest control, janitorial, utilities and security).</li></ul>

---

<b>Initiative, Activity or Program</b>	Jim Capoot ‘Charge On’ Foundation
<b>Description</b>	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.

<b>Intended Outcome</b>	Provide financial assistance as the presenting sponsor of the 2018 annual fundraising golf tournament to support the Police Activities League of Vacaville.
<b>Measureable Success</b>	The annual fundraiser attracted more than 150 community partners and donors, resulting in \$15,000 in proceeds for the youth crime prevention program. NorthBay Healthcare’s sponsorship totaled \$3,000 in cash and \$300 in in-kind donations.

<b>Initiative, Activity or Program</b>	Matt Garcia Youth Center and Fairfield Police Activities League (PAL)
<b>Description</b>	<p>Programs supported by NorthBay Healthcare and Fairfield PAL 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 21st century skills such as communication, collaboration, critical thinking, and creativity in expressing thoughts and ideas.</p> <p>A partnership of PAL and NorthBay Trauma Center will create a “Career Café” where students can interface with health care professionals to help them determine if health care is a viable career choice.</p>
<b>Intended Outcomes</b>	NorthBay Healthcare will be presenting sponsor of the first annual “Farm to Table Solano” fundraiser in the fall of 2018. The event would promote the local growers and farmers in the region, as well as healthy eating choices, at a special event. Local chefs would prepare a farm-to-table dinner with products from local ranches and farms. 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.
<b>Measureable Outcome</b>	While the “Farm to Table Solano” event was canceled due to leadership transitions within the Fairfield PAL organization, the NorthBay Trauma Center continued it’s “Career Café” program at the PAL youth center, providing hands-on activities, exposure to careers in health care and youth mentoring at the Fairfield site.

### Disease Prevention, Management and Treatment

<b>Initiative, Activity or Program</b>	Conduct community outreach initiatives to affect the public’s behavior in order to reduce the incidence and prevalence of cardiovascular diseases.
<b>Description</b>	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.

**Measureable Outcome** NorthBay Chest Pain Center and Stroke Program, in 2018, conducted or participated in nearly five dozen events and programs throughout northern Solano County offering hands-only CPR and automated defibrillation education and stroke prevention education. Venues included local health fairs, community events and classroom presentation in local K-12 schools. In total: Health care educators attended 58 events during the year, logged 235 hours of public education, and touched 16,658 attendees of those events.

**Initiative, Activity or Program** Cancer Survivors Day

**Description** A day of celebration and education for cancer patients and survivors in which leading oncologists from NorthBay Cancer Center present the latest in treatment, care and prevention.

**Intended Outcome** Inspire patients and survivors to share their stories. Educate patients and their families on new treatment and after-care programs, as well as new breakthroughs in research, development and treatment.

**Measureable Outcome** More than 250 participants and conduct a successful educational program featuring a member of the NorthBay Cancer Center team during Cancer Survivor Month on June 3, 2018.

### 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 all.

**Measureable Outcomes** The unreimbursed cost associated with charity care provided to patients who qualified under NorthBay Healthcare’s Financial Assistance Policy in 2018 = \$8.4 million.  
Uncompensated Medicare care (cost of services minus reimbursement) = \$99.7 million  
Uncompensated Medi-Cal care (cost of services minus reimbursement) = \$36.6 million

**Initiative, Activity or Program** Operation Access

**Description** NorthBay Healthcare is in early discussions 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 conducted in 2018 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.

**Measureable Outcomes** By year’s end, no decision on NorthBay Healthcare’s participation in Operation Access was made, but conversations with the non-profit organization continued into 2019.

**Initiative, Activity or Program** Deployment of the Lucas Life-Saving Device

**Description** The Lucas, a device that provides consistent uninterrupted high quality cardio pulmonary resuscitation, increases survivability following a cardiac arrest – after discharge to home from the hospital. It has been identified by pre-hospital emergency responders to be the best solution to mitigate well-known deterioration of high-quality CPR during transport. Together with improvement with bystander CPR and the Lucas device, we expect to see an improvement in patient outcomes. In 2018, NorthBay Healthcare and two of the county’s 9-1-1 first responders – Fairfield Fire Department and Medic Ambulance – will

equip more ambulances with the Lucas device.

**Intended Outcome** Following deployment of 10 new Lucas devices, data collection will commence to track the effect of adding this tool to more first responders. Use of the devices in the field will be complemented by community education.

By year's end:

- Data will be analyzed to show pre- and post-implementation outcomes, as well as the quality of care.
- The local dispatch system will close the loophole of a lack of pre-arrival medical instructions to bystanders who could commence CPR.
- A series of community education events will be piloted in Fairfield with hands-only CPR with demonstrations of how the Lucas device can accomplish and how fire department responders will use the Lucas device when they arrive on the scene.

**Measureable Outcomes** At year's end, though NorthBay Healthcare had committed \$40,000 to the project, other funding sources were not secured. Therefore the deployment of the devices was delayed until March of 2019.

**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, giving caregivers the opportunity to work, resume regular activities or rest. The center is a social model program run by specially trained staff and volunteers, and is funded by NorthBay Healthcare with support from Area Agency on Aging and nominal fees from clients.

**Intended Outcome** Increase community awareness of Alzheimer's and dementia and the impact on individuals, their families and the community. Provide care for productive activities for clients while providing caregivers much-needed respite. Meanwhile, build more financial support for the program.

**Measureable Outcomes** A team of Adult Day Center staff members were present at the 2018 Walk to End Alzheimer's on October 27 in Suisun City, offering educational materials to the 400 participants in the event. NorthBay Healthcare was a \$1,000 sponsor of the event and fielded two teams of walkers who raised more than \$2,500 for the non-profit group. Adult Day Center continued support groups for residents of Rio Vista and Vacaville throughout the year. In 2018, the Rio Vista group was able to break off and operate independently to better serve its community.

In 2018, scheduling conflicts prevented Genentech employees from visiting the Adult Day Center during its “Give Back Week” to enhance activities for program participants. A “Savvy Caregiver” workshop was added in 2018 to assist those who care for loved ones with early dementia and Alzheimer’s at home.

No application for continued funding from the local Area Agency on Aging serving Solano County was submitted in 2018. The organization underwent bankruptcy and grant applications were complicated by a reorganization that eventually transferred administration to the county of Solano.

<b>Initiative, Activity or Program</b>	Transitional Housing & Care for Homeless
<b>Description</b>	<p>The program provides a safe environment for homeless, or near homeless patients who are ready for discharge from acute care hospitals in Solano County and connect these patients with primary care, long-term housing and other resources – including mental health services, when possible – to support their recovery and prevent readmissions. NorthBay Healthcare, along with the County of Solano, Sutter Health and Kaiser Permanente contribute funds to sustain this program.</p> <p>The project has a contract with the Community Action Council of Benicia to provide case management and respite housing at two facilities, one in Fairfield and another in Vallejo. A new venture is being initiated in 2018 to partner with Mission Solano, a non-profit homeless shelter in Fairfield to provide even more capacity for homeless patients post discharge.</p> <p>These centers provide a safe place to discharge patients who are medically ready to leave the hospital but have no place to recover.</p>
<b>Intended Outcome</b>	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, prevent readmission to the hospital and to reduce the burden on hospitals by reducing their inpatient days.
<b>Measureable Outcomes</b>	<p>In 2018, NorthBay healthcare complemented the Transitional Care Program funded by the Solano Coalition for Better Health by partnering with Mission Solano for respite housing for homeless patients who needed further care post-discharge.</p> <p>Support for the Transitional Care Program operated by Community Action Council of Benicia totaled \$64,185.67 in 2018.</p> <p>Respite care services purchased for those placed in Mission Solano in 2019 amounted to another \$35,373.60.</p> <p>Total support for post-discharge homeless patients totaled: \$99,559.27.</p>

---

<b>Initiative, Activity or Program</b>	Solano Kids Insurance Program (SKIP)
<b>Description</b>	SKIP is a program to identify and enroll uninsured children and their parents in a health coverage program. Outreach is targeted to schools, businesses, churches and neighborhoods with the goal of achieving children’s health coverage rates above the statewide average for public programs.
<b>Intended Outcome</b>	Increase the percentage of youngsters in Solano County that have insurance coverage and access to primary and preventive care, as well as inpatient services.
	<p><b>Measurements:</b></p> <ul style="list-style-type: none"> <li>○ SKIP will enroll 2,500 Solano County adults and children in Covered California, expanded Medi-Cal, Healthy Kids or other free or low-cost health insurance programs.</li> <li>○ SKIP will assist 1,500 low-income residents re-enroll in health coverage.</li> <li>○ All 51 Solano County elementary schools will be screened for student insured status. New strategies will be designed to reach uninsured middle and high school students.</li> <li>○ SKIP will enroll 500 members of hard-to-reach populations including young men of color, and those re-entering the community after incarceration, mental health or substance abuse treatment.</li> </ul>
<b>Measureable Outcomes</b>	<p>SKIP enrollment in 2018 was 2,584 youngsters.  Renewals totaled 1,707 individuals, while 877 new members were captured.  In the first quarter of 2018, funding for the program ended. That resulted in the abandonment of the initiative focusing on hard-to-reach populations.  The future of the program remained in limbo at year end.</p>

---

<b>Initiative, Activity or Program</b>	Hospice & Bereavement Services
<b>Description</b>	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 specially trained nurses, home health aides, rehabilitation therapists, social workers, chaplains and volunteers.
<b>Intended Outcome</b>	Increase the admission of hospice patients in 2018, extending the program’s reach in Solano County. Meanwhile, expand the pool of volunteers to ensure adequate staff to serve as many patients as possible. In addition, expand the bereavement program to satisfy the growing demand for such services by military veterans in the community.

---

**Measurements:**

- Increase the number of hospice care days by at least 5% in 2018.
- Conduct one hospice training event to educate new volunteers.
- Offer additional hospice volunteer training for end-of-life care and “dealing with challenging families.”
- Conduct at least two outreach events in the community: holiday parades, celebrations, NorthBay events and civic group gatherings.
- Engage one new counselor to facilitate bereavement support group(s).
- Continue the Level 4 “We Honor Veterans” program in 2018.

**Measureable Outcomes**

- In 2018 the number of hospice days increased 1% compared to prior year.
- Hospice training totaling 30 hours was provided to five new volunteers.
- Two major outreach events were conducted in 2018: The annual Wine & Food Jubilee and the Tree of Memories memorial.
- A new facilitator was hired in 2018 to support the group “Journey Through Grief.”
- Through the “We Honor Veterans” program, pinning and recognition certificates were bestowed on mine military personnel and retired veterans.

---

**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:

**Affordable and Accessible Transportation** – Public transportation is managed by cities and the Solano Transportation Authority. It is not within the purview of local health care systems.

**Basic Needs** – NorthBay Healthcare’s mission in the community does not include housing, economic security, education.

**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, sponsorships 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 planned for the 2018 calendar year:

<b>Organization</b>	Solano County Library Foundation
<b>Event, Activity, Program</b>	Fund Reach Out & Read, a program that gives free books to children ages 0 to 5 when a family makes a pediatric visit with 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.
<b>Outcome</b>	Financial support totaled \$10,572 that went for the purchase of books.
<b>Organization</b>	Community Fun Runs (Various Sponsors)
<b>Event, Activity, Program</b>	Sponsor two local events which promote healthy outdoor activities by conducting a 5k or 10k fun run/walk in the community.
<b>Outcome</b>	The following events were sponsored by NorthBay Healthcare in 2018: Mundy Community Association -- \$250 Solano Turkey Trot -- \$2,500
<b>Organization</b>	Rotary International
<b>Event, Activity, Program</b>	By sponsoring fundraising events of Rotary clubs in Vacaville, Fairfield and Suisun City, the civic organization is able to conduct spelling bees, scholarship programs and community service projects in northern Solano County.
<b>Outcome</b>	Vacaville Rotary Club, Vacaville Twilight Rotary Club and Fairfield-Suisun Rotary Club in 2018 received sponsorship funding totaling \$8,428 that went toward high school scholarships and community service projects.
<b>Organization</b>	Solano Economic Development Corp.
<b>Event, Activity, Program</b>	Be an active member and provide sponsorship of this public-private partnership to nurture economic development, attract new employers, retain of existing businesses and manufacturers in Solano County, and to create partnerships that link educational institutions to workforce development.
<b>Outcome</b>	NorthBay Healthcare's annual membership fee, plus events sponsorships in 2018, totaled \$16,000.

<b>Organization</b>	Grad Nite
<b>Event, Activity, Program</b>	Financially support local high schools that conduct a safe and sober graduation party for graduating seniors
<b>Outcome</b>	Funding of \$10,300 in 2018 went to support Sober Grad Night events at four schools: Vacaville High School, Will C. Wood High School, Vanden High School, Benicia High School and Armijo High School, all in Solano County.
<b>Organization</b>	Little League, softball associations and youth soccer organizations
<b>Event, Activity, Program</b>	Provide sponsorship of various leagues in Solano County to support healthy local sporting activities for boys and girls.
<b>Outcome</b>	In all, 24 youth teams and leagues benefitted from a total of \$9,900 in sponsorships from NorthBay Healthcare.
<b>Organization</b>	Soroptimist International – Vacaville and Central Solano chapters
<b>Event, Activity, Program</b>	Provide corporate sponsorships for local clubs help sustain programs that nurture young women, encouraging them to seek higher education and career development.
<b>Outcome</b>	Event sponsorships and grants for programs operated by local Soroptimist groups in 2018 totaled \$4,550.
<b>Organization</b>	Fairfield Lions Club
<b>Event, Activity, Program</b>	Financially support this civic organization that focuses on health activities for children and seniors in Solano County.
<b>Outcome</b>	In 2018, the club received \$2,500 in donations from NorthBay Healthcare.
<b>Organization</b>	Chambers of Commerce – Vacaville and Fairfield-Suisun, Others
<b>Event, Activity, Program</b>	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.
<b>Outcome</b>	These non-profit organizations, focused on job development and retention, and business growth in Solano County, received a total of \$51,380 in support in 2018 Fairfield-Suisun Chamber of Commerce received \$26,904, including a grant to conduct its <i>Leadership Today</i> program in partnership with the Vacaville Chamber of Commerce.

Vacaville Chamber of Commerce received \$26,904, including a grant to conduct its *Leadership Today* program in partnership with Fairfield-Suisun Chamber of Commerce. Ethnic Chambers of Commerce received sponsorships totaling \$726.

<b>Organization</b>	Girls on the Run
<b>Event, Activity, Program</b>	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.
<b>Outcome</b>	The mentoring program for young women received a \$5,000 grant in 2018.
<b>Organization</b>	Community Scholarship Programs
<b>Event, Activity, Program</b>	NorthBay Healthcare provided scholarships to three local entities, each of which supports young men and women seeking to further their education.
<b>Outcome</b>	<p>NorthBay Healthcare sponsored the following scholarships in 2018:</p> <ul style="list-style-type: none"> <li>• Solano Hispanic Chamber of Commerce -- Two scholarships for two young women studying health care, a total of \$3,500 in financial aid;</li> <li>• Touro University – Contributions of \$17,000 were given for the Lamplighter and Mosaic diversity scholarships, as well as the Kathy Richerson Nursing Scholarship program;</li> <li>• Napa Valley Education Foundation – A \$3,500 donation was made through the Bill Dodd Holiday Fundraiser; and</li> <li>• Sudie Smith Foundation – A \$1,000 donation was made to the fund for young African-American women pursuing college educations.</li> </ul>
<b>Organization</b>	Vacaville Neighborhood Boys & Girls Club
<b>Event, Activity, Program</b>	Provide financial support for this organization which serves troubled neighborhoods by creating a safe, productive place for kids to spend out-of-school time. It inspires youth to believe in themselves and to enhance their lives through the programs brought to them by a compassionate staff.
<b>Outcome</b>	Total sponsorships and special project funding in 2018 amounted to \$4,000.
<b>Organization</b>	Salvation Army Kroc Center, Suisun City
<b>Event, Activity, Program</b>	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.

<b>Outcome</b>	Salvation Army's Red Kettle Kickoff event received \$2,500 from NorthBay Healthcare.
<b>Organization</b>	Nurse Camp 2018, Career Fairs & Nurse Ambassador Program
<b>Event, Activity, Program</b>	Conduct the annual four-day camp for high school students who are interested in the nursing profession by immersing them in the daily operation of our hospitals. Provide up to 32 slots for students to learn about careers in the health care field.
<b>Outcome</b>	In addition, provide staffing and resources for the Nurse Ambassador Program, partnering with local schools – private and public – to give young people exposure to health care career opportunities. Nurse ambassadors will also staff local career fairs to share their knowledge with local residents interested in a health care career.  The annual Nurse Camp for 2018 welcomed 32 local high school students to our hospital campuses. While non-employee expenses were covered by donations to NorthBay Healthcare Foundation, staff costs were donated by the health system. The high school Nurse Ambassador Program touched 1,066 students in local students. And 2018 career fairs attracted the interest of 550 potential workforce additions. Total employee costs covered by NorthBay Healthcare were \$134,000 for the year.
<b>Organization</b>	Every 15 Minutes
<b>Event, Activity, Program</b>	Sponsor and participate in the California Highway Patrol's drinking and driving, and distracted driving, prevention program on the Rio Vista High School campus in 2018.
<b>Outcome</b>	Direct financial support for Every 15 Minutes in 2018 was \$2,000.
<b>Organization</b>	Kids Fest 2018
<b>Event, Activity, Program</b>	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.
<b>Outcome</b>	The community events received a \$2,000 sponsorship in 2018.
<b>Organization</b>	Walk to End Alzheimer's
<b>Event, Activity, Program</b>	Support the Alzheimer's Association of Solano County with a financial contribution for its 2018 public awareness program on the waterfront in Suisun City in October.
<b>Outcome</b>	NorthBay contributed \$1,000 to the event and had staff from the Adult Day Center on site for the day distributing informational literature on dementia and Alzheimer's.

<b>Organization</b>	Fairfield Main Street
<b>Event, Activity, Program</b>	Financial support for the downtown Fairfield business district, which supports community building in the core of the city, including affordable housing and business development.
<b>Outcome</b>	Donations to major events in 2018 totaled \$3,500.
<b>Organization</b>	Child Haven
<b>Event, Activity, Program</b>	Financial support for a non-profit, community center offering mental health services to abandoned and abused children in Solano County.
<b>Outcome</b>	Donation to the 2018 golf tournament fundraiser totaled \$1,500.
<b>Organization</b>	Opportunity House
<b>Event, Activity, Program</b>	Financial support for the homeless shelter in Vacaville that takes in women and children, providing transitional services and permanent housing.
<b>Outcome</b>	Cash donation to the annual Festival of Trees celebration at Christmas 2018 totaled \$2,000. Another \$1,795 in-kind contribution of drug testing kits for prospective residents was also provided to Opportunity House.
<b>Organization</b>	Solano Habitat for Humanity
<b>Event, Activity, Program</b>	Support for the nationwide organization's local chapter that provides affordable housing.
<b>Outcome</b>	A \$1,000 donation was made to a fundraising golf tournament sponsored by Recology. A \$1,000 cash contribution was made directly to Solano Habitat for Humanity.
<b>Organization</b>	Solano Community College Foundation
<b>Event, Activity, Program</b>	Financial support for the foundation promoting academic programs, athletics and college-business partnerships in Solano County.
<b>Outcome</b>	A grant of \$7,500 was awarded to the foundation in 2018.
<b>Organization</b>	Solano Farm Bureau
<b>Event, Activity, Program</b>	Financial support for the non-profit organization supporting farming heritage of Solano County by providing scholarships to high school students studying agriculture in college.
<b>Outcome</b>	A \$2,500 sponsorship of the bureau's annual fundraising gala was awarded in 2018.

<b>Organization</b>	Merriment on Main
<b>Event, Activity, Program</b>	Sponsorship of the annual Christmas celebration in downtown Vacaville, featuring the lighting of a 50-tree on Main Street, distributing health care literature during the event.
<b>Outcome</b>	Sponsorship in 2018 totaled \$5,000
<b>Organization</b>	Travis Regional Armed Forces Committee
<b>Event, Activity, Program</b>	Financial sponsorship of the non-profit organization that supports military families in the community.
<b>Outcome</b>	Membership dues of \$1,075 were paid in 2018.
<b>Organization</b>	Celebrate Seniors & Day for Women
<b>Event, Activity, Program</b>	Sponsorship and participation in two daylong events in Vacaville. Health educators in trauma, falls prevention, women's health, orthopedics and home health staffed informational booths at each of the events in Vacaville.
<b>Outcome</b>	Event sponsorship, through the Vacaville Reporter newspaper, totaled \$4,200.