



**NORTHBAY™  
HEALTHCARE**



*Advancing Medicine in Solano County*



# NorthBay Healthcare at a Glance

Employees: 2,463

Payroll: \$257 million  
(Plus benefits)

Patient Days: 37,000

ER Visits: 71,639

Center for Primary Care Visits: 75,746

Specialty Practices Visits: 198,191

Medical Group Physicians: 100+

1/3 Owner of WHA HMO



# A Distinctive Non-Profit Role

## Solano's Only Local System

- ▣ Compete against Kaiser and Sutter
- ▣ Largest charity care provider
- ▣ Advanced medical services to fill a gap in care in our communities
- ▣ Provider Tax Very Important: \$18 million
- ▣ Singularly focused on the needs of patients and their support structure



# Only At NorthBay Hospitals

## Unique Designations

- Magnet Designation for Nursing---our two hospitals are among the thirty in California so designated
- Chest Pain Center with PCI Accreditation—only hospital in Solano with this accreditation
- Solano’s Only “Baby Friendly” hospital
- Mayo Clinic Care Network Member

# Opened in July in Vacaville



## NorthBay Wellness Center

Integration of Outpatient Services in Vacaville, including:



- New home of NorthBay Cancer Center
- Larger diagnostic imaging center
- Medical Fitness Center
- Diabetes & Endocrinology
- Orthopedics
- Physical Therapy & Occupational Therapy



# The Future in Fairfield



## Developing a Modern Medical Center

Replacement Services in New, Three-Story, 77,000-Square-Foot Wing:

- Six surgical suites, two cardiac cath labs, PACU beds
- Larger, advanced diagnostic imaging department
- Nutrition Services: Large cafeteria, 'room service' kitchen
- Space for 22 replacement medical/surgery beds
- \$180 million bond issue in December

# Strategy 1985-2013

## Reduce Outmigration

- NICU (1984)
- Cancer Center (early 1990s)
- Cardiovascular Surgery
- Stroke Center
- Trauma Center



## Added Hospitalist Coverage-Six Specialties

Grew Medical Group From One Physician in 2002 to over 90

Selective Managed Care Contracting Strategy

Major Investment in EHR

# Strategy 2013-2015

## Prepare For An Uncertain Environment

- Federal Reimbursement Model Changes
- Health Insurance Through Exchanges
- Emphasis on Quality Measures and Outcomes
- Rise of Consumerism
- Physician Shortage=Recruitment Difficulty
- Increasing Health Plan Consolidation
- New Technology Based Entrants In Patient Care

# EYES ON 2020

NorthBay Healthcare  
Strategic Plan

2016-2020

# SCENARIO BY 2020

- Profitability challenges
- Alternative payment arrangements
- Growth in commercial business
- Increasing importance of quality metrics
- Recruiting challenges
- Slow population growth
- Convenient care

# Goal 1: TRUST

- ▣ 1. Patient Safety: scores in top quartile
- ▣ 2. Patients' Peace of Mind: mortality and complications scores better than benchmark
- ▣ 3. Extraordinary Experience: 95% of patients *definitely* recommend us

## Goal 2: SEAMLESS CARE

- ▣ 1. Seamless, uber-convenient care across the System
- ▣ 2. Care and communication when – and how – patients want it
- ▣ 3. Certainty about patient financial responsibility

# Goal 3: INDEPENDENCE

1. Profitability even in tough times
2. Volume Growth
3. Develop a Regional Reputation
4. Increase charitable giving significantly

# Challenges

- Size and Visibility Relative to Sutter and Kaiser
- Recruiting and Providing Coverage for Some Sub-Specialties
- Size of Patient Groups Makes Population Health Initiatives Challenging (ACOs)
- Required IT Investments
- Dated Inpatient Facilities
- No Deep Pockets in Oakland or Sacramento

# **We Have An Unfair Advantage**

- We make decisions much quicker than our competitors
- We have added needed services which has reduced outmigration
- We have very stable leadership and a non-unionized employee base
- We are successful in recruiting highly qualified primary care and specialty physicians
- We have exercised good foresight in starting a health plan over twenty years ago
- We have strong ties to the local community that our competitors do not have
- We are willing at times to buck a trend or delay jumping into the latest one