



**Vice President, Chief Strategy Officer and
President, NorthBay Health Advantage**

NORTHBAY HEALTHCARE
Solano County, California

Position Description

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NorthBay Healthcare Overview



Key Characteristics

- Governed by and dedicated to the local community
- Two Magnet-Designated Acute-Care Hospitals
- 145 physician medical foundation
- Member of the Mayo Clinic Care Network
- Level II Trauma Center
- Multiple high-complexity clinical specialty centers
- Provides care at 12 sites across Solano County
- Co-founded and co-owns Western Health Advantage (HMO Health Plan)
- >\$600m net revenue in 2018

Clinical Metrics (2018)

- 44,029 patient days
- 1,161 babies born
- >70k ER visits
- >265k outpatient visits/procedures
- >1.4m lab tests
- >160k imaging procedures
- >14k Cancer Center visits

NorthBay Healthcare (NorthBay), is a non-profit, independent, integrated healthcare system headquartered in Fairfield, California. The system provides a broad array of complex specialty, primary, occupational health, imaging, and wellness services at numerous locations across Solano County.

Since its formation by civic leaders and local physicians in 1959, NorthBay has played an integral role in the community and maintained a continuous focus on its mission of providing the community with locally-managed, complex, high-quality and compassionate health care, close to home. NorthBay remains Solano County's only locally based, locally managed not-for-profit healthcare organization.

Today, NorthBay is a multi-faceted integrated healthcare delivery system that provides a broad array of primary and specialty healthcare services at multiple sites across Solano County -- a growing community of over 445,000 residents situated between the Sacramento and San Francisco Bay metro areas.

NorthBay encompasses two Magnet-designated acute care hospitals (NorthBay Medical Center in Fairfield and NorthBay VacaValley Hospital in Vacaville), a multispecialty Medical Foundation with 145 physicians, an ambulatory surgery center, an urgent care center, a specialty pharmacy, three primary care centers, two free-standing imaging centers, and the nation's first Medical Wellness Center. A \$200m modernization project is currently underway at NorthBay Medical Center, an expanding 132-bed hospital that is home to NorthBay's Level II Trauma Center, NICU, Heart and Vascular center, and many other complex specialty services.

NorthBay offers a scope and breadth of complex specialty services rarely seen in a community of its size. The system includes specialty centers for cardiac and vascular care (which provides open-heart surgery), neurosciences, primary care, orthopedics, women's health, and a cancer center. Its multispecialty Medical Foundation includes physicians that span 22 specialties.

In 2016, NorthBay became Northern California's first member of the Mayo Clinic Care Network. This prestigious relationship uses physician collaboration and technology to deliver a full spectrum of medical expertise, enhancing the care that NorthBay can deliver on complex cases. The relationship provides additional peace of mind for NorthBay patients, and the ability to avoid unnecessary travel for answers to complex medical questions. Over 150 eConsults with Mayo specialists were carried out for NorthBay patients in 2018, at no additional cost to the patient.

NorthBay co-founded and has 50% ownership (with Dignity Health) of Western Health Advantage (WHA), a non-profit HMO that provides commercial and CalPERS health plan products across 14 counties in California. WHA was founded in 1996 with the mission to provide local communities with high-quality, affordable health coverage.

The organization is governed by a fiduciary board comprised of local civic and business leaders. NorthBay achieved a margin of \$43m on net revenue of \$600m in 2018 and is bond rated BBB- “Stable”.

NorthBay is led by CEO Konard Jones. A veteran of NorthBay Healthcare, Jones previously served for ten years as NorthBay’s VP of Human Resources. Following senior leadership positions with Broadline Medical and UCSF Benioff Children’s Hospital, Jones returned to NorthBay in 2015 as President of NorthBay’s Hospital Division. He was appointed CEO in early 2017 following the retirement of Gary Passama, who had served as NorthBay’s CEO for over 30 years.

History and Key Milestones

- 1956 Community leaders initiate a funds drive to build a hospital that would serve residents of upper Solano County.
- 1959 The 32-bed, nonprofit Intercommunity Hospital opened its doors.
- 1979 Intercommunity Hospital expanded to 108 beds.
- 1985 Intercommunity Hospital added a Neonatal ICU.
- 1986 The organization’s name was changed to NorthBay Healthcare.
- 1987 NorthBay Healthcare opened the 50-bed NorthBay VacaValley Hospital following a \$1.2m community fund-raising project.
- 1992 Significant expansion at NBMC including expanding the maternity department, NICU, ER, and new state-of-the-art critical care unit.
- 1996 NorthBay and Dignity Health jointly found Western Health Advantage Health Plan.
- 2002 The new NBMC Emergency Department opens; NorthBay Center for Primary Care opened its first location in Vacaville.
- 2008 NorthBay Healthcare administration building opens in Green Valley.
- 2009 The NorthBay Heart & Vascular Center brings advanced cardiac treatment to Solano County.
- 2010 NorthBay Center for Women’s Health, an integrated program tailored exclusively for women, opens on the NBMC campus.
- 2010 NorthBay links to Dignity Health’s Neurological Institute stroke network.
- 2011 NBMC becomes a STEMI Receiving Center.
- 2012 NBMC becomes an accredited Chest Pain Center with PCI.
- 2013 NorthBay Center for Neuroscience is established at NBMC.
- 2014 NBMC earns verification as a Level II Trauma Center.
- 2015 NBMC and NorthBay VacaValley hospitals earn “Magnet” designation.
- 2016 NorthBay joins the Mayo Clinic Care Network .
NorthBay opens Solano County’s first medical fitness center, HealthSpring Fitness.
- 2018 NorthBay opens Solano County’s first retail Urgent Care center.

NorthBay Mission

Compassionate Care, Advanced Medicine, Close to Home

NorthBay Vision

Compassionate care drives us.

People feel our warmth and caring from the minute they hear our voice or enter our door. Our devotion to patients and families continues throughout their journey to health. They say that what makes NorthBay different is that every employee, regardless of their job title, goes above and beyond.

Advanced medicine differentiates us.

We are the Mayo of the region, providing sophisticated health services rarely seen in counties of this size. NorthBay Healthcare will be the first to bring innovative health care to those it serves and becomes the recognized leader in healthcare locally.

Close to home defines us.

Because we were born here, we promise to bring cutting edge medicine to Solano County and its communities. Our competence and capabilities earn the trust of those we treat. Collaboration with the nation's most advanced clinical institutions enables us to manage extremely complex cases right here.

NorthBay Integrated Health System Components

NorthBay Medical Center (NBMC)

NorthBay Healthcare is anchored by NorthBay Medical Center (NBMC) in Fairfield, a 132-bed acute care hospital currently in the midst of a \$200m modernization and expansion project. NBMC provides the most complex specialty healthcare services available in Solano County. The hospital is home to a Level II Trauma Center, a 24-hour Emergency Department and STEMI Center, an accredited Chest Pain Center with PCI, a stroke center, NICU, NorthBay's Heart and Vascular Center, state-of-the-art Critical Care units, a modern maternity unit, comprehensive diagnostic imaging, and more. NorthBay utilizes Cerner for its electronic health record across all of its facilities and practice sites.



NBMC's modernization project, slated for completion by 2020, includes a new 77,000 sq. ft. wing that will have eight new, state-of-the-art operating rooms, including a hybrid suite; two cardiac catheterization labs; a modern cafeteria with indoor and outdoor seating; updated nutrition services; diagnostic imaging; and an expansion of the emergency room. In addition, there will be 22 new "patient rooms of the future" featuring leading-edge innovative health technology, expanding NBMC to 150+ beds.

**NorthBay
VacaValley
Hospital**

NorthBay’s VacaValley Hospital is located in Vacaville, 10 miles northeast of Fairfield. It is a sister institution of NBMC and the two share a hospital license. VacaValley is a 50-bed acute-care hospital that opened in 1987 as a result of a community-wide fundraising effort. The hospital offers a 24-hour Emergency Department, 44 med-surg beds, a six-bed critical care unit, two surgical suites, a full-service laboratory, and diagnostic imaging services with a fully equipped radiology department including a CT scanner.



**NorthBay
Ambulatory
Division**

NorthBay’s Ambulatory Division includes the NorthBay Medical Foundation, known as NorthBay Medical Group. Established in 2012, the 1206(L) Medical Foundation now employs more than 145 providers and is growing in conjunction with the needs of the community and the scope of specialty care NorthBay offers. The physicians at NorthBay offer high-quality, evidence-based clinical care that puts the patient at the center of the care team.

The Medical Group includes The Center for Primary Care, which includes family practice physicians, internists, pediatricians and mid-levels, and has medical offices in Fairfield, Vacaville, and Green Valley. The Center for Specialty Care, with board certified/eligible specialists in multiple sites, provides care across 22 specialties.



NorthBay’s Green Valley Health Plaza, opened in 2014, is a 34,000 sq. ft. integrated clinic that offers primary care, a GI center, health at home, and hospice/bereavement services.

**NorthBay Health
Advantage (NBHA)**

NorthBay Health Advantage (NBHA), a wholly-owned subsidiary of NorthBay Healthcare, is a vehicle for NorthBay to develop and implement innovative approaches that deliver high-quality, innovative, non-acute healthcare solutions for patients and the community.

In 2016, NBHA opened the doors on NorthBay HealthSpring Fitness, Solano County’s first Medical Wellness center. Designed to enable personalized, prevention- and recovery-driven

wellness efforts, HealthSpring offers physicians the ability to prescribe exercise and activities for patients with health and medical needs. The 56,000 sq. ft. center features a multi-faceted aquatic center, indoor running track, and strength training, cardio, Pilates, cycling, and group exercise areas. The Center has specialized therapy equipment for patients, and staff trained to work collaboratively with physicians and specialists.



The Wellness Center is located in a new 110,000 sq. ft., \$58m facility in Vacaville that also houses diabetes and endocrinology, orthopedics, rehabilitation services and cardiac rehabilitation, and an outpatient diagnostic imaging center. Opened in 2016, the facility is also the new home of the NorthBay Cancer Center, which includes a state-of-the-art infusion center and the latest PET/CT and Linear Accelerator equipment.

A map of all NorthBay locations and facilities is located in Appendix B (page 22).

**Western Health
Advantage Health
Plan**

NorthBay Healthcare co-founded Western Health Advantage (WHA) in 1996 with Mercy/Dignity Health. NorthBay owns a 50% stake in the health plan (with Dignity Health owning the remaining 50%). WHA was founded with a community-based mission of providing high-quality, affordable health coverage to residents of the region. Today, WHA ranks highly (top 3) in customer satisfaction among 21 California health plans, according to 2018 data released by the NCQA, and received an overall score of 4.0 out of 5 from NCQA.

Headquartered in Sacramento, WHA is a non-profit HMO that offers HMO and CalPERS health plan products across 14 California counties: Sacramento, El Dorado, Placer, Yolo, Colusa, Solano, Napa, Sonoma, Marin, San Francisco, San Mateo, Alameda, Contra Costa, and Santa Clara. WHA's membership includes approximately 9,000 members in Solano County.

The WHA network includes numerous leading providers/systems across north and central California, including Dignity Health, Meritage, Hill Physicians, John Muir, St. Joseph's Health, SCCIPA, UCSF Health, and Canopy Health. WHA enjoys strong approval scores from its providers.

NorthBay Specialty Centers, Services, and Partnerships

**Specialties
represented in
NorthBay Medical
Group Physicians
include:**

- Cardiology
- Cardiovascular Surgery
- Endocrinology
- Functional Medicine
- Gastroenterology
- Gynecological Surgery
- OB/GYN
- Breast Oncology
- General Surgery
- Neurology
- Neurosurgery
- Occupational Medicine
- Osteopathic Manipulative Medicine
- Infectious Disease
- Pulmonology
- Urology
- Vascular Surgery

Cancer Center

NorthBay's Cancer Center, located at the system's new Vacaville facility since 2016, provides multidisciplinary surgical, medical, and radiation oncology cancer care across a broad array of disease types. The Center, accredited by the American College of Surgeons since 1996, offers a state-of-the-art infusion center, advanced PET/CT and Linear Accelerator equipment, genetic counseling, nurse navigators, and the opportunity to tap the expertise of Mayo Clinic subspecialists through the Mayo Clinic Care Network. The Center had approximately 15,000 patient visits and 600 unique patients in 2018.

Heart and Vascular Center

The NorthBay Heart and Vascular Center is the only comprehensive center for advanced cardiovascular services in Solano County. The Center operates Solano's first accredited Chest Pain (Heart Attack) Center, as well as providing PCI (balloon angioplasty) and heart surgery. The surgical program offers the latest techniques in a state-of-the-art operating suite, including off-pump coronary artery bypass, valve repair, and valve replacement surgery. NorthBay cardiovascular experts are trained in minimally-invasive techniques that result in less pain and a faster, easier recovery for patients.

Center for Neuroscience

NorthBay's Center for Neuroscience is the region's leader in the diagnosis and treatment of complex neurological conditions involving the brain, spine, and nervous system. Patients who once had to travel out of town for sophisticated treatment for brain tumors or complex spinal disease can now stay close to home, and those suffering from head trauma and stroke can receive rapid, life-saving treatment.

Orthopedic Center

The Orthopedic Center, with locations in Vacaville and Fairfield, features some of the finest orthopedic specialists in the region. They provide a broad range of services using a variety of surgical and non-surgical therapies, including complex fracture repair, foot and hand surgery, and joint replacement.

Center for Primary Care

NorthBay's Center for Primary Care provides exceptional family practice, internal medicine, and pediatric physicians close to home, with access to a broad network of specialists. Focused on ease of access, NorthBay provides "Care 'til 8" service at its Primary Care Centers in Vacaville and Fairfield. It provides Urgent Care services at the Nut Tree Plaza location in Vacaville, which saw nearly 6,000 patients last year. Patients stay connected with their care team and patient data through MyNorthBayDoc, NorthBay's online patient portal.

Trauma Center

NorthBay Medical Center's Trauma Center in Fairfield, which saw over 46,000 visits in 2018, is verified "Level II" by the American College of Surgeons. Level II Trauma Centers provide the highest level of trauma care available outside of tertiary teaching hospitals, ensuring high-speed treatment is locally available for severely injured patients in the critical hour after injury.

Center for Women's Health

NorthBay's Center for Women's Health offers healthcare services designed by women, for women. NorthBay's women's services span OB/GYN, its Neonatal ICU, care through pregnancy and childbirth, and educational seminars and offerings on parenthood. Over 1,150 babies were delivered at NorthBay facilities in 2018.

Urgent Care

NorthBay's retail Urgent Care center takes up approximately 4,000 sq. ft. in the popular Nut Tree shopping center located in Vacaville, and offers an affordable and convenient alternative to hospital emergency rooms. The Urgent Care center opened its doors in January 2018 and saw 7,698 patients and 164 "instant visits" by January 2019. NorthBay's Urgent Care center is open 10 to 12 hours a day and accepts most insurance plans, including Medicare and Tricare.

NorthBay and Mayo Clinic



In 2016, NorthBay Healthcare became the first institution in Northern California to become part of the Mayo Clinic Care Network – a prestigious relationship that gives NorthBay patients access to the expertise of world-renowned specialists without unnecessary travel, and at no additional cost to the patient.

The Mayo Clinic Care Network is designed for members that share a common philosophy, commitment and mission to improve the delivery of health care through high-quality, data-driven, evidence-based medical care. Through formal collaboration, knowledge extension and resource sharing, the care network builds strong, clinically meaningful relationships that benefit patients. The relationship includes access to multiple Mayo Clinic resources, including:

- **eConsults:** Offers member healthcare providers access to a Mayo Clinic specialist who can answer focused questions about a patient's diagnosis, therapy or care management plan;
- **AskMayoExpert:** A web-based medical reference tool that organizes and shares Mayo's significant breadth and depth of clinical expertise to use at the point of care;
- **Health Care Consulting:** Access to Mayo Clinic peers, expertise, system tools and business processes that will help members realize their goals;

- **eBoard Conferences:** live, interactive audiovisual conference in which members can present and discuss management of complex cases to a Mayo Clinic multidisciplinary panel;
- **Inpatient Telephone Consults:** An informal phone conversation provider to provider, regarding the treatment of a hospitalized patient that requires semi-urgent to urgent intervention.

Expanded detail about the partnership is in Appendix C (page 23).



Partnership: NorthBay and OLE Health

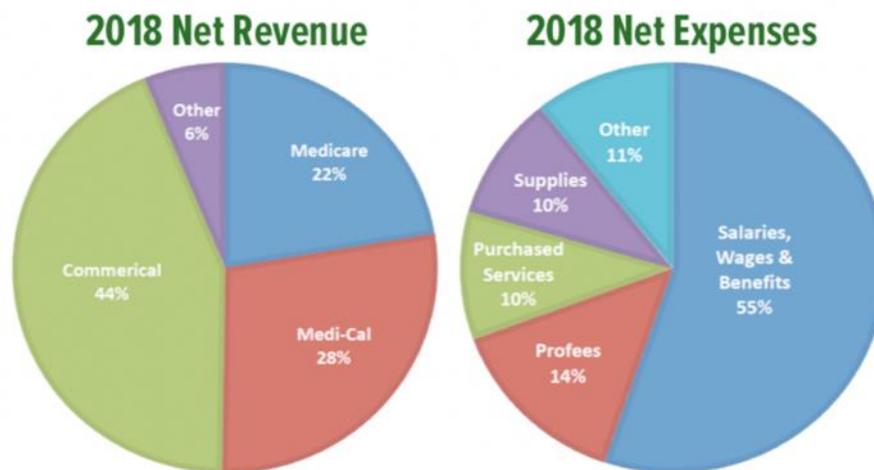
NorthBay and OLE Health, a Federally Qualified Health Center (FQHC), launched a partnership in 2018 that aims to make it easier to get medical care to those falling through the cracks. The two organizations jointly opened a 2,000 sq. ft. health center in NorthBay Health Plaza, across the street from NBMC, which ensures local residents have access to convenient, seamless and comprehensive health services.

The partnership has been successful thus far both in providing needed health care to those who lack access to traditional avenues of care, as well as reducing unnecessary ED visits by providing non-emergency care in an appropriate and cost-effective setting. Discussions are already underway about expanding the partnership.

Financial Overview and Market Dynamics

NorthBay Financial Status

NorthBay, historically a financially profitable organization, returned to positive fiscal territory in 2018 with \$43m in net revenue following a loss of \$31m in 2017. Financial results in 2018 were bolstered by a one-time, \$15m payment from re-negotiated rates with the local Medi-Cal managed health plan, in addition to realized investment income of \$8.2m. NorthBay has approximately 150 days cash on hand and a substantial portfolio of real estate holdings.



**Solano County
Healthcare Market
Dynamics**

The financial loss in 2017 was largely precipitated by two of the state’s largest health plans, Kaiser Foundation Health Plan and Blue Shield, terminating their contracts with NorthBay. This resulted in reimbursements in 2017 of \$63m less than what would have been realized under the prior contracts.

Kaiser dominates the local market, with nearly 80% market share. NorthBay is the second-leading provider in Solano County, followed by Sutter, which operates a hospital in Vallejo. NorthBay has been successful in recent years in gaining market share from Sutter and other providers in the market. The strong presence of Kaiser creates a challenge for other health plans in a large, growing service area. With the right relationships and strategy, the opportunity exists to create a “win-win” situation for both North Bay and its payer partners.

NorthBay remains deeply committed to maintaining its status as an independent, community-governed, and locally-responsive health system that provides high-quality, complex care close to home for residents across Solano County.

The system’s deep ties in the community, strong local reputation, and the breadth and complexity of its locally-provided clinical services are unmatched by its competitors. However, challenges exist that require forward-looking strategies and building relationships with payors to continuously meet the challenges of a highly competitive and rapidly-moving healthcare marketplace. This position will play a key role in developing and implementing those strategies.

Increasing consolidation and financial pressure in the health sector have led to growing pressure on NorthBay’s health plan contracts. Anthem unilaterally terminated its contract with NorthBay in early 2019 and negotiations are ongoing. Following a court settlement favorable to NorthBay, Blue Shield is engaged in new contract negotiations with the system.

NorthBay is continuing to progress on strategic initiatives that position the organization for long-term success. Its recent partnership with OLE Health, a FQHC, has already driven improvements in utilization and community health. The system realized \$30m in savings in 2017 through its “Operational Excellence” (OpEx) initiative, which lowered the system’s cost structure largely through revenue generation and/or cost reduction initiatives.

Many additional opportunities exist to bolster the system’s long-term standing. The region is growing, and NorthBay has an excellent longstanding relationship with Travis Air Force Base. Travis AFB is the area’s largest employer and NorthBay continues to work on strengthening the TriCare contract while discussing opportunities with TriWest contracting. Additional operating efficiencies are achievable. Modernizing and strategically reconfiguring contracts with leading payers can result in enhanced long-term financial stability and opportunities to gain market share. With forward-looking, innovative and effective leadership, NorthBay has the opportunity not only to sustain but to thrive moving forward.

NorthBay Healthcare: Awards and Recognition



NorthBay Medical Center's NICU was named a 2017 "Guardian of Excellence" award winner by Press Ganey. The award recognizes top-performing healthcare organizations that have consistently achieved the 95th percentile or above of performance in the category of patient experience. Learn more about the award here: <http://www.pressganey.com/about/client-awards-program>



NorthBay Healthcare's hospitals in Vacaville and Fairfield earned the coveted "Magnet Recognition" for nursing excellence from the American Nurses Credentialing Center. Only 8% of hospitals nationally have earned this prestigious designation.



NorthBay is accredited by the Joint Commission, which evaluates and accredits nearly 18,000 healthcare organizations and programs in the United States. Learn more about JCAHO accreditation here: www.jointcommission.org



NorthBay Medical Center is the first and only accredited Chest Pain Center in Solano County, a designation it has held since 2009. In 2015, NBMC received full Chest Pain Center with Primary PCI accreditation from the American College of Cardiology. The coveted three-year designation was awarded after a rigorous audit of clinical services and interviews with staff and county EMS workers. Learn more about the award at: <https://cvquality.acc.org/Accreditation>



NorthBay received a "Gold-Plus" award from the American Heart Association for its adherence to the AHA's "Get with the Guidelines" program for improving stroke care by promoting consistent guidelines.



NBMC received the Gold Performance Achievement Award from the ACTION Registry-GWTG, a partnership between the American College of Cardiology Foundation and the American Heart Association, for meeting a 90% or above performance standard for specific performance measures over eight consecutive quarters. Learn more about the award at: <https://ACC.org/ACTION>



NorthBay's Cancer Center has been accredited by the American College of Surgeons Commission on Cancer since 1996, the first non-military accredited program in Solano County. Accreditation is based on evaluation across ten areas of each cancer program. Learn more at: www.facs.org



NBMC is the first in Solano County to be designated a Baby-Friendly Hospital, meaning NorthBay has trained staff to educate, encourage and support patients in their breastfeeding experiences. Learn more at: <https://www.babyfriendlyusa.org/>



NorthBay is recognized by the American Diabetes Association for Quality Self-Management Education, as well as by the American Association for Diabetes Educators (AADE). Accreditation means that NorthBay's diabetes self-management meets rigorous standards set by HHS and allows it to be covered by Medicare and most health insurance plans.



NorthBay's Cardiac and Pulmonary Rehabilitation program is nationally certified by the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR).



NorthBay Medical Center is a verified Level II trauma center by the American College of Surgeons, assuring critically injured patients receive the highest level of trauma care available outside of a university medical center.



NorthBay is recognized as a "We Honor Veterans" Level Four Partner for its commitment in ensuring veterans have access to quality end-of-life care and provides Veteran-centric education for staff and volunteers.



NorthBay Healthcare is recognized as a member of the California Association for Health Services at Home, a non-profit organization dedicated to providing quality home care and enhancing the effectiveness of the home care industry.

Community Description

Overview

Solano County, a growing, diverse community of 440,000, is situated midway between the Sacramento and San Francisco Bay metropolitan areas along the I-80 corridor. Fairfield, with a population of over 115,000, and Vacaville, with nearly 100,000 residents, are Solano County's largest cities behind Vallejo (120,000 residents). Solano County is one of the only locations in proximity of the Bay Area where housing prices are still within reach of the broader population.



Regional Economy

Solano County is emerging as the location of choice for many industries seeking to scale outside San Francisco, Oakland, and Silicon Valley while keeping a close connection with Bay Area clients and vendors.

Growth in the local economy is due both to expansion from the Bay Area as well as the health of sectors deeply embedded in the local economy. The advanced materials, biotech and healthcare, food and beverage, and transportation industries anchor the local private sector. The overall economy Solano County totals \$5.8bn in gross regional product.



ADVANCED MATERIALS
Over 200 advanced materials businesses with nearly 7,000 employees, accounting for a Gross Regional Product of \$2.23 billion.



BIOTECH & BIOMEDICAL
Genentech, UC Davis, and Solano College's new biomanufacturing degree play significant roles in the Bay Area Biotech hub.



FOOD & BEVERAGE
With Napa Valley and farming communities nearby, many familiar names originate here, including Anheuser-Busch, Jelly Belly, and Caymus Wines.



LOGISTICS
Perfectly positioned for goods movement; 6 corridors, including I-80, within a 50-mile radius of Bay Area and Sacramento markets.

The area's life science sector is robust. Genentech and Abbott Labs both have a significant local presence, and UC Davis' large medical science training program is less than 30 minutes away. Other key Solano County businesses include ICON Aircraft, Oxford Instruments, Anheuser-Busch, Sunnyside Farms, and many more.

Travis Air Force Base, with 12,000 service personnel and 3,800 civilians, is located in Solano County, three miles from Fairfield. The base includes the 265-bed David Grant USAF Medical Center, the largest USAF medical facility in the western US. Travis Air Force base is the county's largest employer and has an economic impact of more than \$1bn annually.

Lifestyle and Recreation

Solano County enjoys a mild climate and is ideally situated within easy reach of numerous nationally and internationally renowned destinations for outdoor activities, food and wine, and culture. Napa and Sonoma Valleys, Lake Tahoe, and San Francisco are all reachable within 1-2 hours by car. Within Solano County, residents enjoy beautiful parks, serene lakes and a variety of family, shopping, and cultural attractions.



Education

Solano County and its surrounding areas are served by a breadth of excellent public and private school K-12 institutions, and more than 40 colleges and universities are within easy reach. Solano County is home to Touro University California, a private, Jewish-sponsored medical university; Cal Maritime, the only degree-granting maritime academy on the West Coast; and Solano Community College, one of California’s first community colleges to offer a bachelor’s degree (bioengineering).

The 5,300-acre campus of UC Davis, a major public research university, sits near the border of Solano County. UC Berkeley, consistently ranked as one of the top public universities in the United States, is located 22 miles from Solano’s southern border.

Additional Information

For additional information about the area, please visit:

- <https://solanoedc.org/>
- <https://www.visitfairfieldca.com/>
- <https://www.solanocounty.com/default.asp>

Position Overview

Title: Vice President, Chief Strategy Officer and President, NorthBay Health Advantage, NorthBay Healthcare

Reports to: Konard Jones, CEO, NorthBay Healthcare

Position Summary

The Vice President, Chief Strategy Officer (VP, CSO) and President, NorthBay Health Advantage will be a key leader within NorthBay Healthcare and a member of the senior executive leadership team. Reporting to the CEO, the VP, CSO will collaboratively lead the development of organizational strategy and future direction for NorthBay Healthcare and its subsidiaries. S/he will have leadership and oversight of NorthBay Health Advantage (NBHA),

a wholly-owned subsidiary of NorthBay Healthcare that develops and provides a vehicle for developing and providing innovative, non-traditional, non-acute care health solutions and services to NorthBay patients and the community. The new VP, CSO will be the successor to Elnora Cameron, who is retiring following a highly successful 32-year career with NorthBay Healthcare.

The VP, CSO will build the service area brand position and develop business opportunities for the system consistent with the corporation's mission and in support of its financial and market-share goals and priorities. S/he will lead the development of organizational change initiatives necessary to carry out strategies and ensure that operational decision-making across NorthBay aligns with strategic objectives. The VP, CSO will operationalize growth and physician alignment strategies.

S/he will work collaboratively with NorthBay executive leadership in leading the development of a comprehensive strategic plan and planning system which reviews and evaluates potential business development opportunities as well as on-going operational programs and services. This position will develop a comprehensive Master Facility Planning process that compliments and supports the Strategic Plan, including assessment and analysis of existing facilities and sites; forecasting of facility needs, operating re-designs, and future technologies; and the development of alternative scenarios to meet strategic goals.

The VP, CSO will develop and execute system strategies that build and maintain long-term, successful relationships with self-funded employer groups, health plans, state and local institutions, regulatory bodies, the broker community, and the exchange marketplace.

Direct Reports:

The VP, CSO will lead a team of 30 FTEs with five direct reports:

- AVP, Real Estate and Facilities Development
- Director, Business Development
- AVP, HealthSpring (part of NBHA)
- AVP, Solano Diagnostic Imaging (part of NBHA)
- Executive Assistant

An organizational chart for this position is located in Appendix A (page 21).

Duties and Responsibilities

Key Duties and Responsibilities

Specific duties and responsibilities of the position include:

- Demonstrate a strong and continuously expanding level of knowledge and insight into changes/trends in healthcare market dynamics locally and nationally;
- Responsible for strategic planning, strategic management and ensuring that effective and forward-looking strategies are developed and implemented that support the organization's financial goals and strategic objectives;

- Build strong and productive relationships with health plans, employer groups, business and community leaders, consumers, and the broader community; identify opportunities to develop and strengthen relationships and provide value-added services;
- Develop and maintain strong, trusting, collaborative relationships across NorthBay Healthcare and its leadership, physicians and staff;
- Maintain a strong understanding of NorthBay's strengths/weaknesses and market position; identify emerging trends and market dynamics and evaluate the risks and/or opportunities they hold for NorthBay; develop and implement strategies that leverage NorthBay's strengths and help foresee and mitigate its vulnerabilities;
- Coordinate and drive the annual strategic planning process; manage the ongoing implementation of the service area strategic plan and ensure management decisions align with successful strategic plan implementation;
- Provide strategic and forward-looking thought leadership for NorthBay; establish a strategic vision and drive the organization forward through motivating peers and staff to institute changes in support of strategic plans and goals;
- Lead efforts to create and sustain integration of the delivery system across the continuum of care; evaluate and make recommendations on potential mergers and affiliations with other healthcare providers; realize market consolidation opportunities;
- In collaboration with the Vice President, Payor Strategies, identify threats to NorthBay's revenue models and develop and implement strategies to counter those threats; evaluate strategies and models around risk-bearing arrangements, bundled payments, population-health strategies, and self-funded employer engagement strategies and support the tactical implementation of strategies; assist in NorthBay's preparation of entering risk-based Medicare Advantage agreements in 2021;
- Working with NorthBay's executive leadership team, develop and implement strategies and initiatives that strongly link local businesses with NorthBay and provide value-added services to local employers;
- Collaboratively engage with NorthBay's CIO to evaluate and support the implementation of technology initiatives that empower providers and provide a more seamless, personal level of experience and engagement for patients;
- Lead a business development planning process for new or substantially changed programs which includes market assessment, marketing strategy, operational analysis and financial assessment;
- Be active and visible within local employer-based organizations, such as the Chamber of Commerce and Solano Economic Development; develop a close working relationship with the leadership of Solano County companies;
- Lead and manage a high-performing, responsive team encompassing business development, strategic marketing, communications, sales, real estate, facilities, HealthSpring Wellness, and Solano Diagnostic Imaging;

- Provide effective leadership and oversight for the staff and budgets of NorthBay Health Advantage and the Strategy Department; ensure opportunities for professional development and foster an environment of continuous learning; maintain a positive work environment;
- Lead the development and evaluation of new marketing programs using market research, feasibility studies, and insights from NorthBay Healthcare physicians and staff;
- Ensure advertising that enhances the visibility and market share of NorthBay’s existing and new services; develop and implement promotional plans and pricing strategies;
- Provide contracted marketing programs and systems to operating groups across the health system as requested and/or required by their operations management;
- Consistently demonstrate an outstanding level of integrity in his/her actions.

Goals and Objectives

Key Goals and Objectives

Within the first 12-24 months, the successful VP, CSO will have:

- Established themselves as a trusted, effective, and collaborative leader with leadership and staff across NorthBay Healthcare; proven themselves as a thought-leader and strategic partner across NorthBay and external stakeholders;
- Strategically built productive and in-depth relationships across internal and external constituents; shown themselves to be an effective relationship builder who can identify and develop value-added “win-win” solutions and innovative approaches;
- Led an inclusive and effective 2025 strategic planning process resulting in a strategic direction that addresses key challenges facing NorthBay, identifies opportunities for capitalizing on NorthBay’s unique capabilities, and sets out a path for long-term financial success and clinical excellence;
- Carried out a forward-looking facilities master plan development that effectively plans for and projects future needs and opportunities in a dynamic and growing market;
- Demonstrated an in-depth understanding of local and national health care market dynamics and trends; displayed vision and insight in how position NorthBay for long-term success;
- Successfully worked with the CFO and VP, Payor Strategies to identify threats to NorthBay’s revenue models and develop opportunities; developed new approaches and partnerships that leverage NorthBay’s strengths and mitigate its weaknesses;
- Created strong ties with NorthBay’s medical group and other providers in the community; developed and implemented plans to enhance provider engagement/collaboration and foster physician-centric leadership;
- Developed and implemented opportunities to build upon NorthBay’s existing partnerships, including with Mayo Clinic and OLE Health; identified and evaluated opportunities for new joint-ventures, partnerships and collaborations that support NorthBay’s mission and goals;
- Developed and implemented strategies that identify and capitalize on reimbursement opportunities for HealthSpring Wellness, NorthBay’s Medical Wellness Facility;

- Evaluate opportunities for an expansion of NorthBay’s footprint, including a potential expansion into Vallejo and an inpatient behavioral health facility;
- Worked collaboratively with NorthBay’s CIO to identify and evaluate tools and technologies that empower physicians and physician collaboration, foster provider engagement, aid productivity, and provide accurate and effective feedback to providers;
- Worked effectively with the CIO to identify and evaluate opportunities to provide patients/consumers value-added services that enhance the experience of care and drive “stickiness” such as access to relevant patient and cost of care data, care coordination, ease of access and ease of use;
- Provided effective departmental leadership; ensured the department achieves goals and is responsive to organizational needs; ensured professional development opportunities and a positive working environment;
- Proven him/herself as collaborative, collegial, and a person of high integrity.

Candidate Profile

Candidate Qualifications

The VP, Chief Strategy Officer and President, NorthBay Health Advantage will be a strategic, visionary leader who possesses a strong knowledge of the existing healthcare landscape and a keen understanding of innovations and current/emerging trends across the healthcare delivery system. The successful candidate will be an innovative thinker and operator who can develop and implement creative and forward-looking strategies, partnerships, and approaches. S/he will have the leadership skills and interpersonal abilities to collaboratively lead an inclusive and effective strategic planning processes that produces an an effective, forward-looking and innovative strategic plan for the healthcare system that enables the achievement of organizational goals and objectives.

The VP, CSO will possess the demonstrated ability to identify, conceptualize, and implement strategic plans, partnerships and processes that enable the achievement of organizational goals and priorities. S/he will possess creativity and vision, with the ability to identify and develop non-traditional solutions that that address challenges facing NorthBay Healthcare, leverage its strengths, and provide additional value to consumers, employers and partners. S/he will be a strategic and tactical leader with the proven ability to both develop effective system strategies and work effectively across internal/external stakeholders to successful implement strategic plans in support of organizational objectives.

The successful candidate will be an effective communicator and listener who builds productive relationships with relevant internal and external stakeholders, including NorthBay leadership, staff, and physicians; business and community leaders; current and future external stakeholders/partners; Western Health Advantage; external healthcare providers and physicians in the community; health plans/managed care organizations, and relevant state and local regulatory bodies. S/he must be willing to interact with colleagues at all levels of the organization in alignment with the NorthBay values-based management principles of Caring, Communication, Collaboration and Competence.

Candidates must possess an undergraduate degree (Master's in a relevant discipline preferred) and minimum of 7-10 years' experience in strategic planning and business development roles, with at least 5 years' leadership experience in one or more types of healthcare organizations (hospital/system, physician group, ACO, health plan, or leading healthcare consulting firm.) S/he should possess a strong knowledge of the healthcare landscape and regulatory environment in California or a similar heavily capitated market. Experience in managing construction projects is preferred.

**Additional
Candidate
Characteristics**

- The ability to manage details while developing the broader strategic vision;
- Results-oriented, with the ability to meet deadlines and produce accurate work;
- A leader who takes initiative, can make challenging decisions, and takes ownership;
- Exhibits good listening skills and a highly collaborative approach to relationships both inside and outside the system;
- Demonstrates a problem-solving orientation; a creative thinker who seeks out opportunities and creates win-win solutions;
- Consistently exhibits an outstanding level of personal and professional integrity.

Procedure for Candidacy

**Contact
Information**

Meyer Consulting has been exclusively retained to conduct this search. Applications, nominations, and requests for additional information should be directed to NorthBay's search consultants, Ryan Hubbs and Mike Meyer.

Ryan Hubbs
Partner
509/415.5209
rhubbs@meyerconsultinginc.com

Mike Meyer
President
Executive Assistant: Amy Larson
alarson@meyerconsultinginc.com

**About Meyer
Consulting**

Meyer Consulting is an executive search and strategic consulting firm serving organizations across the healthcare sector. The firm's leaders have several decades of experience working for numerous leading organizations that span the healthcare sector, including top academic medical centers, provider systems, state and national health plans, genomics companies, private-equity backed healthcare companies, and international consortiums and associations.

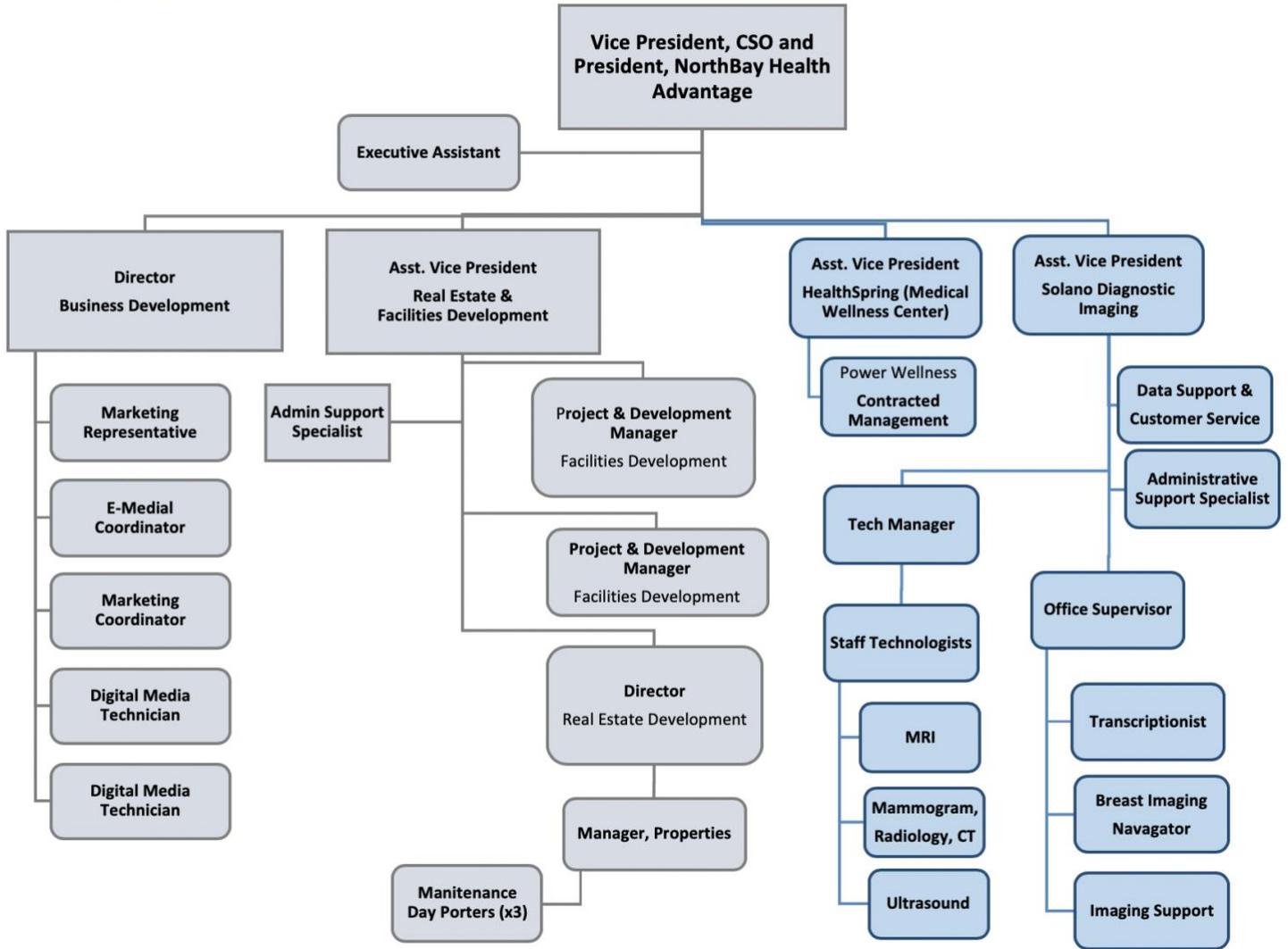
Meyer Consulting organizes the Cancer Care at the Crossroads Summit, a high-level meeting dedicated to addressing critical issues in cancer care. Held annually in New York City, CCX draws key global leaders across the health sector from multiple countries.

For more information visit:

www.meyerconsultinginc.com

<http://www.meyerconsultinginc.com/ccx2019.html>

Appendix A: NorthBay Healthcare – Organizational Chart for VP, CSO Position



Appendix B: NorthBay Healthcare – Facilities Map



1. Center for Primary Care, Vacaville/Care 'til 8
421 Nut Tree Road, Vacaville
2. NorthBay Urgent Care
1679 E. Monte Vista Ave., Ste. 104, Vacaville
3. NorthBay VacaValley Hospital
1000 Nut Tree Road, Vacaville
4. Ambulatory Surgery Center
1006 Nut Tree Road, Vacaville
5. VacaValley Wellness Center
1020 Nut Tree Road, Vacaville
6. VacaValley Health Plaza
1010 Nut Tree Road, Vacaville
7. Orthopedics/Rehabilitation
2500 Hilborn Road, Fairfield
8. Center for Primary Care, Fairfield/Care 'til 8
2458 Hilborn Road, Fairfield
9. Administration Center/
Occupational Health, Fairfield
2470 Hilborn Road, Fairfield
10. NorthBay Medical Center
1200 B. Gale Wilson Blvd., Fairfield
11. NorthBay Health Plaza
1101 B. Gale Wilson Blvd., Fairfield
12. Gateway Medical Plaza
1860 Pennsylvania Ave., Fairfield
13. Administration Center, Green Valley
4500 Business Center Drive, Fairfield
14. Green Valley Health Plaza/
Center for Primary Care, Green Valley
4520 Business Center Drive, Fairfield

Patients Benefit from Mayo Clinic Care Network

NorthBay is a proud member of the Mayo Clinic Care Network, helping our patients get answers to complex medical questions—and peace of mind—while staying close to home.

The Mayo Clinic Care Network uses physician collaboration and technology to deliver a full spectrum of medical expertise, enhancing the care NorthBay can deliver on complex cases that might otherwise require a referral to a specialist outside of Solano County. Additional services include:

- AskMayoExpert, an online clinical resource that gives providers quick access to the latest Mayo-vetted information on the management, care and treatment of a variety of medical conditions.
- Health care consulting, which allows NorthBay to consult with Mayo Clinic as we work to set new standards in patient care as well as in clinical, operational and administrative areas.
- eBoard conferences that invite NorthBay doctors to present and discuss complex cases, such as complex cancer diagnoses and treatments, with a multidisciplinary panel of Mayo Clinic specialists and other members of the care network.

NorthBay also has access to Mayo's extensive library of patient education materials and to Mayo Clinic grand rounds, regular presentations that feature Mayo Clinic physicians and scientists.

Health Care Where and When You Need It

NorthBay Healthcare is Solano County's only locally based, locally managed nonprofit health care organization. Our mission is to provide patients with the advanced care they need while remaining close to home. For a complete list of NorthBay Healthcare services, visit NorthBay.org/Directory.



MAYO CLINIC CARE NETWORK INTRODUCTION

ACCESS TO MEDICAL EXPERTISE

At Mayo Clinic, we are committed to offering patients greater access to Mayo Clinic expertise, close to home. The Mayo Clinic Care Network is designed for members that share a common philosophy, commitment and mission to improve the delivery of health care through high-quality, data-driven, evidence-based medical care. Through formal collaboration, knowledge extension and resource sharing, the care network is building strong, clinically meaningful relationships, benefiting patients around the world.

MAYO CLINIC RESOURCES

- **eConsults:** eConsults offer member health care providers access to a Mayo Clinic specialist who can answer focused questions about a patient's diagnosis, therapy or care management plan. The specialist and member physician consult through a secure online network.
- **AskMayoExpert:** AskMayoExpert is a web-based medical reference tool that organizes and shares Mayo's significant breadth and depth of clinical expertise for use at the point of care. It allows physicians to quickly access expert-vetted clinical information on hundreds of medical conditions 24/7/365.
- **Health Care Consulting:** Health care consulting offers access to Mayo Clinic peers, expertise, system tools and business processes that will help members realize their goals for operational, business and patient care excellence.

- **eBoard Conferences:** Live interactive audiovisual conferences provide an educational venue in which you can present and discuss management of complex cases to a Mayo Clinic multidisciplinary panel. Current offerings include access to eTumor Boards, as well as Inflammatory Bowel Disease eBoards.
- **Inpatient Telephone Consults:** An Inpatient Telephone Consult is an informal telephone conversation, provider to provider, regarding the treatment of a hospitalized patient that requires semi-urgent to urgent intervention. There is no additional cost to the patient. Currently offerings include Cardiovascular Medicine, Critical Care Medicine, Gastroenterology, Infectious Diseases, Neurology and Pulmonary Medicine. Other requests can be facilitated as needed.



**MAYO CLINIC
CARE NETWORK
LEADERSHIP**

David Hayes, M.D.,
Medical Director;
Lenae Barkey,
Administrator

BRAND VALUE

For more than 150 years, patient experiences have helped build the reputation of Mayo Clinic, making it one of the most trusted names in health care. Research has shown us that consumers "expect more" from Mayo Clinic, and managing our brand helps us preserve and perpetuate Mayo's mission. It also allows us to offer valued and relevant services such as the Mayo Clinic Care Network.

Network members can enhance their own brand presence in their region by adding the Mayo Clinic Care Network logo to their marketing and communications. The logo represents a connection to Mayo Clinic and signifies a clinically meaningful collaboration meant to benefit patients.