NorthBay HEALTH

Advancing Health in Napa County

Community Engagement Sessions

Today's Agenda

What We'll Cover Together

01 Who We Are

NorthBay Health overview — our roots, scale, and mission.

Goals for the Napa Valley

Our objectives, commitments, and the road ahead.

Mark Behl · President & CEO

02 Our Commitment to Clinical Care

Services, workforce, and quality of care.

Dr. Seth Kaufman · Chief Clinical Officer

03 Our Vision for Queen of the Valley

Snapshot of key focus areas

Molly Clark · Chief Administrative Officer

NorthBay HEALTH

Who We Are

NorthBay Health

The Principles that Drive Us

Our Mission

To improve the wellbeing of our communities by providing conveniently accessible high-quality care.

Our Vision

To be the trusted healthcare partner of choice for the communities we serve.

Our Values

N · Nurturing Care
O · Owning It
R · Respecting Relationships
T · Trust Building
H · Hardwiring Excellence

[redacted]

Our Footprint

A Growing Regional Health System

Spanning 36 locations across Solano, Napa and Yolo counties

Community Roots

A Tradition of Care

1960
32-bed nonprofit Intercommunity Hospital opens.



1979
Intercommunity Hospital expands to 108 beds.



1985
Intercommunity Hospital opens Solano County's first NICU.



1986
Intercommunity Hospital is renamed NorthBay Health Medical Center.



1987
50-bed VacaValley Hospital opens following community fundraising of $12M.



1987
NorthBay Health Cancer Center opens in Fairfield, Solano County's first radiation therapy.



1992
NorthBay Health Medical Center gets a 66,000 square-foot addition.



2009
Heart & Vascular Center brings advanced cardiac treatment to Solano County.



2010
Center for Women's Health opens.



2011
NorthBay Health Medical Center becomes the first STEMI Receiving Center in Solano County.



2014
NorthBay Health Medical Center earns Level II trauma center verification from the American College of Surgeons.



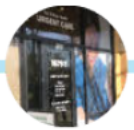
2015
NorthBay Health Hospitals earn "Magnet" for nursing excellence.



2016
NorthBay Health joins the Mayo Clinic Care Network.



2017
First urgent care clinic opens in Vacaville.



2024
Ambulatory Network Strategy launches.



2025
Cancer Center is renamed Heidi Y Campini Cancer Center.



2025
NorthBay Health is upgraded to Magnet with Distinction Designation.



2026
US News & World Report recognized NorthBay Health as "High Performing" in treatment for heart failure, stroke, kidney failure and maternity care.



Transforming Care Delivery

Patient-Centered Care

Traditional Care Model:

- **Hospitals** at the center.
- **Patients come** to the system.
- Care is defined by **episodes.**

The NorthBay Health Model:

- **Primary care** at the center.
- **The system comes** to patients.
- Care defined by **relationships.**

Delivering on Our Mission

Care Across Every Stage of the Patient Journey

Primary Care

A growing network of primary care providers across Solano, Napa, and Yolo counties, serving as the front door to the NorthBay Health system and connecting patients to coordinated, patient-centered care across the full continuum of services.

Urgent Care

Walk-in, non-emergency care across Solano Napa and Yolo counties.

Specialty Clinics & Services

Cardiology
General Surgery
Oncology
Orthopedics
Neuroscience
Women's Health

NorthBay Health & Western Health Advantage

Cofounded by NorthBay Health, this nonprofit HMO focuses on affordable access to quality care for more than 100,000 members across Northern California.

Acute Care & Outpatient Surgical Centers

(2) Acute Care Hospitals
(1) Outpatient Surgical Center

Providence's Election

Why was NorthBay Health chosen?

NorthBay Health has demonstrated a clear understanding of and care for Providence caregivers and the Napa community, and a commitment to investing in The Queen's future.

NorthBay HEALTH

Our Goals for the Napa Valley

Areas of Focus

Serving Napa

GOAL 01 • PRESERVE & EXPAND ACCESS

- Continue all existing services and build on them — bringing care to Napa patients in their own neighborhoods.
- Proximity matters: when people can access primary and preventive care close to home, they are more likely to use it, less likely to delay treatment, and less likely to end up in the emergency room.
- Expanding access in underserved areas also reduces pressure on outside-area providers and lowers barriers for agricultural and working-class populations who cannot easily travel for routine care.

GOAL 02 • HEALTH EQUITY & POPULATION HEALTH

Advance the care provided to underserved populations, including bilingual care, Medi-Cal patients, behavioral health services, and occupational health for agricultural workers.

Current Footprint

Our System Today



Looking Ahead

Our 2030 vision

Napa

Primary Care
Integrative Primary Care
Specialty Hub
Imaging
Renovation

Sonoma
Yountville
St Helena
Calistoga

Primary Care
Urgent Care



NorthBay HEALTH

Care Without Compromise

Excellence in Care

Advanced Clinical Capabilities

- Accredited Chest Pain Center With PCI
- Cancer Center Accredited by The American College Of Surgeons
- Cardiac Catheterization Lab
- Comprehensive Diagnostic Imaging Services
- Heart & Vascular Center
- Level II Trauma Center
- Mayo Clinic Partnership
- Modern Maternity Unit
- Newborn Intensive Care Unit (NICU)
- Primary Stroke Center
- State-Of-The-Art Critical Care Units
- STEMI Receiving Center
- Surgical Services
- Travis Air Force Base Partnership—Physician Training And Employment







Awards & Recognition

Recognized for Clinical Excellence



Top-performing provider recognition.



Earned URAC Pioneer Status as an early adopter of national quality standards.



2025-2026 Ranking "High Performing" in treatment for Heart Failure, Stroke and COPD.



Recognition for the highest level of nursing excellence.



Recognized as an SRC Center of Excellence in minimally invasive robotic surgery.



County recognition for level II trauma standards.

Serving the Napa Community

Our Commitment to Clinical Care

Services will be maintained – leading to full clinical continuity from Day One.

NorthBay Health's Outlook

Napa County's health profile demands more, not less

137K	~45	35%	30+	#1&2
County population	Median age, above California average	Latino residents w/ high diabetes prevalence	Days avg wait for mental health support	Heart disease & stroke: leading causes of death

Aging population drives demand for cardiology, orthopedics, chronic disease management, and end-of-life care services NorthBay Health directly expands.

Heart disease & stroke continuity is not just a clinical priority; it's a community safety issue. NorthBay Health brings the cardiology infrastructure Napa needs.

Diabetes among Latino residents, roughly 35% of the county, represents a significant, underserved chronic disease prevalence. Language access is necessary, but not sufficient: NorthBay Health's approach is rooted in cultural competency.

Behavioral health is a crisis — 30+ day waits for outpatient mental health. NorthBay Health's 2026 expansion of addiction medicine and integrative primary care directly addresses this gap.

Agricultural workforce health risks — heat illness, pesticide exposure and musculoskeletal injury are often unmet. NorthBay Health's planned occupational health programming will serve this population.

NorthBay HEALTH

Our Vision for The Queen

A Hospital of Excellence

Queen of the Valley Medical Center

Nationally recognized.
Locally trusted.

4-Star

CMS Rating — 3 years running

**Based on 2025 data*

American Heart Association

Stroke Gold Plus (2022–2025)
Stroke Elite Plus Honor Roll
Type 2 Diabetes HR (2025)

American College of Surgeons

Level III Trauma Center
Breast Cancer (NAPBC) Cancer Program +
MBSAQIP

Blue Cross Blue Shield

Blue Distinction Center+
Knee & Hip Replacement (2024–25)
Spine Surgery (2025)

U.S. News & World Report

High Performing Hospital
Hip Fracture, Kidney Failure
Maternity + Pacemaker

Joint Commission + ACEP

Joint Commission Accredited
Level 3 Bronze Geriatric ED Accreditation: 2023–2026

CMS + Cal Hospital Compare

4-Star, Three Years Running
Cal Hospital Compare Honor Roll (2023–2026)

Key Commitments

Building on a Strong Foundation

STEWARDSHIP

The Queen's name, identity, and legacy — preserved.

The Queen of the Valley Foundation continues its community-facing work. Religious relics and artifacts will be honored, preserved, or returned with care and respect.

INCLUSIVE CARE

Whole-person healing, open to all faiths.

We have set up a mission integration workgroup.

While NorthBay Health will not be subject to the Ethical and Religious Directives, we are committed to providing spiritual care to all who seek it.

INVESTMENT

Capital committed. Services protected and expanded.

We will not have any service reductions and will comply with 2030 seismic requirements.

NorthBay Health brings acute care capability to complete the continuum of care in Napa.

Workforce & Economic Impact

Protecting Jobs. Strengthening the Napa Economy.

EMPLOYMENT COMMITMENT

Employment offered to all caregivers

NorthBay Health will extend employment offers to all actively employed caregivers.

REGIONAL TRACK RECORD

Largest employer in Solano County

With 3,000+ employees, our workforce retention and labor partnership record demonstrates a long-standing commitment to stable healthcare employment in the communities we serve.

ECONOMIC PARTNERSHIP

A stronger hospital = a stronger Napa

Wineries, resorts, agriculture, and hospitality depend on a functional local healthcare system to attract and retain talent. A stronger Queen of the Valley is a direct economic asset.

COMMUNITY INVESTMENT

Investing beyond the hospital walls

NorthBay Health is committed to deepening its presence as a civic and cultural partner in Napa Valley. Sponsoring and supporting key causes.

Working Collectively

Your role: partner, not bystander

1. **We are not asking you to advocate**

   We are asking for the opportunity to be heard and to earn your confidence throughout this process.

2. **Public comment is open — and we welcome it**

   As the California AG's process opens, you will be invited to participate. Public input strengthens the process.

3. **Send concerns directly to us**

   If you hear concerns about services, jobs, or access, send them our way. We will respond to every inquiry directly.

4. **You will not learn about this from the newspaper**

   We will keep you informed at every step of the regulatory process.

We are asking for a relationship, not a rubber stamp.

[redacted]

Thank you.

Together, We're Advancing Health in Napa.

NorthBay HEALTH

Targeted Growth Plan

Expanding Access in Napa

Neighborhood Ambulatory Clinics

- Open 1–2 new urgent care and primary care clinics between 2026 and 2027
- A neighborhood clinic within 15 minutes of every Napa resident

Specialty Hubs

- Expanded specialty hubs be developed within 30 minutes of every Napa resident
- Expanding our ancillary services while creating increased focus on health and wellness

These new facilities will allow NorthBay Health to establish access standards of appointments within 7 days for primary care and 14 days for specialty care.

Targeted Growth Plan

Napa Integrated Strategy

Geography (New Locations)
Primary Care
Urgent Care
Specialty Care
Ambulatory Surgery Center

Innovative Programming
Occupational Health
Destination Medicine
Oncology JV
Dialysis

Ancillary Growth
Lab
Imaging
Pharmacy

Providers and Payors
Western Health Advantage (WHA)
Align with existing PCPs and Specialists

[redacted]