



NORTHBAY MEDICAL CENTER

NorthBay Hospital Continues to Buck the Trend with Outstanding Results from Surgical Hospitalist Program

NorthBay Medical Center, a 132-bed acute-care hospital in Fairfield, Calif., was recently lauded in Modern Healthcare for bucking a national trend: increasing its margins and operating success without affiliating or selling to a larger system. Operating margins improved from negative 2.1 percent in 2011, to .2 percent in 2012 and 6.3 percent in 2013. That article cites their key to this achievement as the hospital's ability to keep its patients in Solano County for specialty services.

One compelling example of the success of this strategy is the hospital's partnership with Surgical Affiliates Management Group, the leading surgical hospitalist organization in the United States, to create a solution to the challenge faced by many hospitals: consistent surgical coverage, 24/7.

SURGICAL AFFILIATES
MANAGEMENT GROUP

Two years ago, NorthBay Medical Center selected Surgical Affiliates as its partner for a surgical hospitalist program – surgeons who focus in the round-the-clock care of surgical patients. Surgical Affiliates’ solution not only permanently solved this problem, but it produced results that raised hospital results in improved care, decreased length of stay, and lower costs.

Since the program was implemented, the number of surgeries performed has increased 3.5 percent, from 1,133 in 2012, to 1,173 in 2014.

“Our evolution to become the county’s most advanced, full-service hospital, required a 24/7 surgical team that could provide the best care, when our patients needed it,” explained Deborah Sugiyama, president of NorthBay Healthcare Group. “Our partnership with Surgical Affiliates Management Group ensures we can provide the community with high-quality, reliable care.”

“Now, we have a 24/7 surgicalist team in the hospital to care for any emergency surgical needs,” said Gary J. Passama, president and chief executive officer of NorthBay Healthcare System. “Our community knows that they can count on us – we’re there in any emergency. The team collaborating with our hospital staff has improved patient care with the consistent use of surgical best practices, continuity of care, and communications with patients, families, and the patient’s primary care team.”

“Our geographic location, in the center of Solano County, means our emergency services and trauma center will be essential to the communities we serve,” said Kathy Richerson, vice president and chief nursing officer. “As we expand, our surgical hospitalist program is key.”

Expanding Trauma Center Services

NorthBay Medical Center and Surgical Affiliates also collaborated in expanding the hospital’s trauma center to achieve a Level 2 designation, up from Level 3. As the county’s busiest trauma center, with a central location and access to a comprehensive scope of services at NorthBay Medical Center, hospital leadership was committed to ensuring that patients would continue to receive the highest level of healthcare services, including trauma care. Consequently, more patients with traumatic injuries can be seen immediately by the hospital and its trained trauma team, as opposed to possibly having to be transferred to other facilities.

Passama observed, “We sought Level 2 Verification by the American College of Surgeons for our trauma because we knew the NorthBay Medical Center would remain the county’s busiest trauma center. We are centrally located and we have a comprehensive scope of services available only at NorthBay. By obtaining this certification, we wanted to assure

Bucking the Trend

Some acute care hospitals are bucking the trend, however. NorthBay Healthcare in Fairfield CA, which operates a 157-bed NorthBay Medical Center, has improved its operating margin from negative 2.1% in 2011 to 0.2% in 2012 and 6.3% last year.

Source: Modern Healthcare, “Fewer Hospitals Have Positive Margins As They Face Financial Squeeze.” – June 21, 2014

the patients who look to us for care, including trauma care, that we've met the highest standards."

"NorthBay has more than twice the volume of trauma cases than the county's designated facility. This statistic is important because the more trauma care you do, the better you are at it. This is good news for our patients and for the community," said Passama.

With the expanded trauma facilities at NorthBay, the hospital has seen a decrease in the number of trauma cases that have to be transferred to other facilities, down from 145 in 2012 (the year that the full trauma service was implemented), to 27 (annualized) in 2014, an 81 percent decrease. Total trauma volume increased from 366 cases in 2011, to 1034 (annualized) in 2014, an increase of 183 percent.

A recent report by the Solano County Trauma Advisory Committee (TAC) underscores the leading role that NorthBay Trauma Center plays in the community. For the first three months of 2014, NorthBay Medical Center handled 62 percent of all trauma cases in the county. To accommodate the growing number of trauma patients it treats, NorthBay is planning a significant expansion of its existing emergency service.

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 Healthcare operates the 132-bed NorthBay Medical Center in Fairfield and the 50-bed NorthBay VacaValley Hospital in Vacaville.

Both hospitals have emergency departments that are Chest Pain Centers, and both offer advanced primary stroke care. NorthBay Medical Center is the first hospital in Solano County to be designated for Level 2 trauma by the American College of Surgeons (ACS). Both hospitals maintained accreditation from the Joint Commission on Accreditation of Healthcare Organizations.

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Deborah Sugiyama

President

NorthBay Healthcare Group

NorthBay Medical Center is a center of excellence for maternal and child services and has been designated as a Baby-Friendly facility, one of only 200 in the country. NorthBay's Neonatal Intensive Care Unit provides the most sophisticated services for premature or ill newborns within 50 miles. It also hosts NorthBay Heart & Vascular Center, the only open-heart surgery center in the county.

NorthBay Healthcare also operates three Center for Primary Care facilities, two specialty services facilities, a Cancer Center, a Wound Center, a Pain Center and a Center for Women's Health.



About Surgical Affiliates Management Group

Surgical Affiliates Management Group is the first and only surgical hospitalist company with published, proven results that its' programs improve patient care, lower costs, reduce readmissions, and enhance hospital throughput and capacity.

Surgical Affiliates System of Care® is a permanent solution to the challenge of providing 24/7 surgical care in the hospital and one that raises the level of hospital performance across the board, preparing these facilities for the world of pay-for-performance and accountable care models.

The Surgical Affiliates' System of Care for general surgery, trauma, and orthopedics is currently in use in hospitals ranging from rural facilities to large community hospitals to multi-hospital systems.

For more information, visit the Surgical Affiliates website at www.samgi.com.

Surgical Affiliates Management Group's System of Care®

Surgical Affiliates Management Group's acute care surgery model, The System of Care© is comprised of the following three critical core competencies:

- ✓ Leadership from expert surgeons and executives.
- ✓ The ability to build and manage an outstanding surgical team comprised of surgeons, nurse practitioners and physician assistants who deliver care according to evidence-based guidelines.
- ✓ Collaborative processes with hospital staff and departments that result in increased satisfaction, improved outcomes, lower costs, and reduced length of stay without an increase in readmissions.

The proven benefits to hospitals, patients and surgeons of this System of Care are:

- ✓ The hospital experiences fewer management challenges, better patient throughput, optimized capacity and cost savings.
- ✓ Patients receive timely, high quality surgical care, experience fewer complications, and can go home faster.
- ✓ Surgeons appreciate the opportunity to have an improved quality of life through more manageable schedules and ability to maintain their surgical volume, as well as the opportunity to be a part of this transformational movement in surgical care.