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From the Chief People Officer

A Year of Shared Wins

Happy New Year and welcome to 2026!

Last year, we simplified our roadmap, sharpened our customer focus, and delivered measurable outcomes: faster launches, higher satisfaction, and stronger cross-team execution. Thank you for the discipline and resilience that made it possible.

This year, we'll double down on three priorities: operational excellence, responsible innovation, and talent development. Expect clear goals, transparent progress reviews, and resources to help you build skills and expand impact. If something blocks results, raise it early, we'll address it decisively.

As you plan Q1, set ambitious, verifiable targets and document the assumptions behind them. We'll celebrate wins, learn quickly from misses, and keep moving, as we position you to do your life's best work!

Here's to a focused, high-performing 2026.
Thanks,



Chief People Officer



HAPPY
NEW YEAR

MAY THE LORD'S GUIDANCE BE
WITH YOU IN EVERY STEP YOU
TAKE IN THE NEW YEAR.



Setting the Tone for The Year Ahead

BY ANA VILLAGRAN, DIRECTOR,
PEOPLE SUCCESS OPERATIONS

As we start a new year, I wanted to begin Leaders in Action a little differently.

This January article isn't about highlighting one leader. It's about setting the tone for the year ahead and grounding us in what it truly means to be a Leader in Action at SAC Health.

Leadership here isn't about a title or how long you've been in a role. It's about how you show up on busy days, on hard days, and in the moments when your team is watching you closely.

Leadership Is What People Experience

Over the years, one thing has become very clear to me: leadership is not defined by good intentions. It's defined by what people experience from us day to day.

When leaders follow through, communicate clearly, and show consistency, trust builds. This idea is well documented in Harvard Business Review, but more importantly, it's something our teams feel in real time.

At SAC Health, being a Leader in Action means:

- Doing what you say you're going to do
- Being honest and clear, even when the message is uncomfortable
- Taking the time to explain decisions

People don't expect leaders to be perfect. They expect them to be real.

People Come First

Our work is human work. That doesn't change just because the calendar turns to January.

Research from Gallup consistently shows that when employees feel supported by their leaders, engagement and performance improve. I see this across our teams every day.

Leaders in Action:

- Listen before responding
- Ask questions instead of jumping to conclusions
- Coach with the goal of helping people grow
- Notice effort, not just outcomes



When people feel supported, they show up differently and that impacts patient care, team morale, and results.

Living Our Values — Especially When It's Hard

It's easy to talk about values when decisions are simple. Leadership shows up when decisions are complicated.

The Center for Creative Leadership emphasizes that values-based decisions build trust over time. At SAC Health, this means:

- Applying policies fairly and consistently
- Balancing operational needs with the human impact
- Speaking up when something doesn't feel right
- Holding ourselves accountable first

Our teams notice these moments, even the quiet ones.

Progress, Not Perfection

As we move into a new year, I don't expect anyone to have all the answers. I do expect a willingness to learn, adjust, and grow.

According to McKinsey & Company, leaders who stay open to feedback and learning help build stronger, more resilient organizations.



Leaders in Action

Being a Leader in Action means:

- Owning mistakes and course-correcting
- Staying open and curious
- Choosing growth over ego

That mindset sets the tone for how our teams approach change and challenges.

Why This Matters This Year

The way we lead this year matters. When leaders show up with intention and care, teams feel supported. When teams feel supported, they perform better. And when our people do well, our patients and communities benefit.

Leadership at SAC Health isn't about managing tasks, it's about building trust, living our values, and creating an environment where people can do meaningful work.

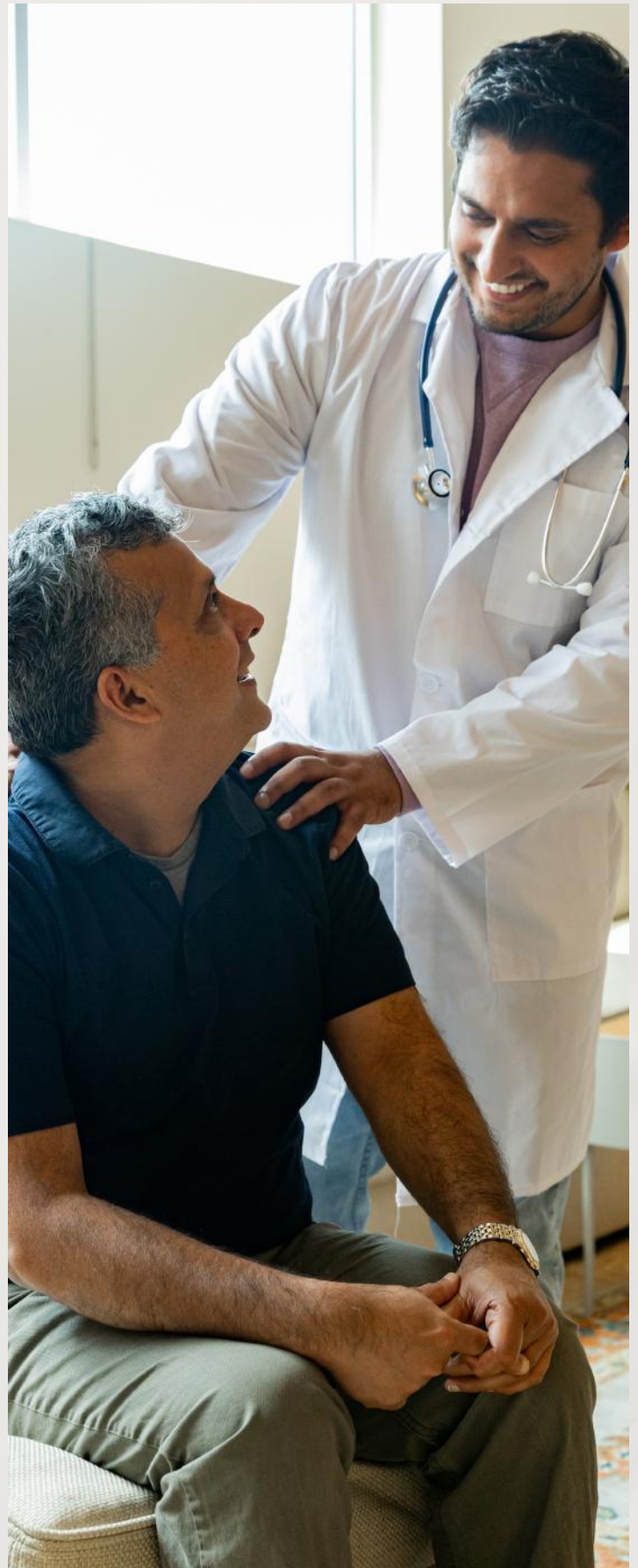
This first article of the year is about clarity.

Clarity around what we expect from ourselves as leaders and how we want to show up for our teams in the year ahead.

In the months to come, we'll highlight leaders across the organization who bring this to life. For now, I encourage each of you to reflect on how you want to lead this year, because leadership is shaped in the everyday moments.

Thank you for the work you do and the way you lead.

Clarity is our promise and leadership is how we deliver it.



Modernizing Performance Management: Welcome Lattice

BY DR. ALLEN A. WEAVER
MANAGER, PEOPLE DEVELOPMENT

From Holidays to Lattice Days:

Growth is the gift we keep on giving!

Welcome to a brand-new year! January is always a time for clarity, recommitment, and the kind of fresh momentum that helps us serve our patients and each other with excellence. This year, we get to add one more thing to look forward to: Lattice Days, coming in late January.

Lattice is an improved way to support clarity, growth, and everyday connection at SAC Health. And, Lattice Days will introduce our new home for performance, feedback, goals, and engagement. It will all be in one place, designed to support you and your growth throughout the year.

But before we jump into “how-to,” I want to start with the “why.”

Why Lattice, Why Now?

Every year, we talk about wanting clearer goals, more timely feedback, easier tools, and a sense of connection that doesn't get lost in the rush of daily work. Lattice helps us do all of that without adding complexity. It gives leaders the structure they need and gives employees the tools they deserve, which are simple, straightforward, and accessible.

Lattice is how we bring our EVP pillars (Clarity is Our Promise, Growth is Our Gift, Self-Care Is Our Commitment, You Belong Here) to life in daily practice.

But tools don't create culture. People do.

So, as we enter Lattice Days, we want to show what the employee experience will actually feel like.

Imagine this:

For the first time, you can:

- See how your work connects to the bigger picture
- Reflect on where you can make the most impact

- Set goals the right way, that your leader automatically sees
- Co-create agendas for your 1:1s, making that time more valuable for your needs
- Give and receive feedback that means something and makes growth happen
- Rely on automated to-do lists and reminders based on your interactions
- Capture your wins and accomplishments with a click of a button, come PEC time

This is Growth Is Our Gift, not as a slogan, but as a lived practice.

What Lattice Days Will Include

In late January, People Success will offer:

- Live learning sessions you can attend virtually or in person
- Step-by-step guides for getting started
- A short kickoff video visualizing the Lattice experience
- A walkthrough of Feedback, 1:1s, and Updates
- Our first annual engagement survey launch
- A celebratory theme that we promise will feel like more than just a training event
- We want Lattice Days to feel energizing, not overwhelming, something you'll leave saying, “I can do this, and this is actually helpful.”

A Fresh Start for How We Grow Together

This year, we're not asking you to change how you work. We're helping you align, connect, and grow in a way that feels human.

Lattice is the tool. You are the magic. And together, we get to write a new story about what's possible at SAC Health.

More details and the full schedule for Lattice Days will be shared soon.

Let's make this year our most engaged, clear, and growth-filled one yet.



A Heart of Access: Silvia Bodnar's Calling Born from Childhood

BRANDY CARDENAS
DIRECTOR OF TALENT
ACQUISITION & CULTURE

At SAC Health, we believe every career is part of a greater calling. God places each of us on a path, filled with opportunities to grow, serve others, and live out our purpose through the work we do. Sometimes the most meaningful impact comes not from dramatic achievements, but from quiet consistency—showing up, helping one person, solving one problem.

When Silvia walked into SAC Health's G Street clinic in 2017 for her interview, she felt something instantly, something peaceful, welcoming, and undeniably right.

"I just knew I wanted to work here. I knew I was meant to be here."

That moment marked the beginning of a remarkable career shaped by compassion, resilience, and a deeply personal calling to ensure that every patient is treated with dignity, empathy, and kindness.

Before joining SAC Health, Silvia worked in the demanding world of criminal defense and family law, where she sharpened her skills in communication, advocacy, and navigating complex emotional situations. But despite the challenge and pace of legal work, her heart longed for something more, a place where her work aligned with her values and offered deeper purpose.

In March 2017, she started as a Patient Service Representative (PSR) in Internal Medicine and found the mission-driven environment she had been searching for. From the very beginning, Silvia thrived. Her growth was never driven by ambition alone, but by a genuine love for patient access and a passion for helping people navigate healthcare with confidence and hope. Her dedication quickly became evident, and by October 2017, she was promoted to PSR Lead. Less than a year later, she became Patient Access Supervisor, a role she faithfully served in for seven years.

Silvia's leadership philosophy is simple: you cannot expect your team to give what you do not model yourself. She leads by example, treating her staff with the same dignity, empathy, and attentiveness she wants extended to every patient who walks through SAC's doors.



She makes it a point to listen intently, remain present, and ensure each team member feels valued and heard. She reminds her team often that every interaction has the power to leave a lasting impact, *"Every encounter is an opportunity to make a meaningful difference in someone's experience."*

Her approach has helped her cultivate a culture where empathy isn't just encouraged, it's lived out daily. And when asked how she handles a staff member who might fall short of that standard, Silvia smiles and says:

"Not to brag, but I have been blessed with staff that understand the assignment."

Her authenticity, humility, and consistency have made her not only a trusted leader, but a beloved one.

The COVID-19 pandemic became one of the most defining chapters of Silvia's career. Yet instead of stepping back, Silvia and her team stepped forward. Overnight, they reshaped workflows, addressed emergencies, calmed anxious patients, and anchored patients during a time of fear and uncertainty.

"It was beautiful to see what we were able to accomplish as an organization."



This season deepened Silvia's commitment to SAC Health's mission and strengthened her resolve to lead with compassion, courage, and unity. Her leadership during this time helped pave the way for her promotion to Patient Access Manager in April 2025.

Silvia's passion for patient access is more than professional, it's deeply personal. At just one year old, Silvia suffered from serious kidney issues that required extensive treatment in Los Angeles. Her parents, new immigrants from Mexico who spoke no English, were frightened, overwhelmed, and navigating a system they didn't understand. Yet their love for their daughter was greater than any barrier.

They were not alone. Registration staff guided them through Medi-Cal. Schedulers ensured every follow-up visit was coordinated. Doctors displayed empathy, patience, and kindness. These acts of compassion shaped Silvia's heart forever.

"That is why patient access is so dear to me. I want to give back. I want my staff to give back. I want us to show the same empathy those workers had for my parents."

Her childhood nephrologist made such a profound impact that Silvia still remembers her face and voice decades later. In 2021, Silvia searched for her, found her email, and sent a message of gratitude. To her amazement, the doctor remembered her! Moments like this reaffirm Silvia's belief that healthcare doesn't just treat symptoms—it touches generations.

Silvia remains at SAC Health because she wholeheartedly believes in its mission and because she feels valued, trusted, and honored to lead a team that reflects the heart of the organization.

"It is so rewarding to be able to help the community especially when they don't know what options they have available like the sliding fee scale, or our community resource center."

Looking back, Silvia feels profound gratitude for her career and the doors God has opened. Helping people, whether it's scheduling an appointment, resolving a concern, explaining insurance, or supporting a team member, is what makes her work meaningful.

Silvia's story is a testament to compassion, perseverance, and purpose. As the daughter of immigrants navigating healthcare, Silvia represents many of the families SAC Health serves. Her lived experience brings authenticity, understanding, and deep empathy to her work. Her story is a powerful reminder that purpose is often found in the everyday moments, one patient, one interaction, one act of kindness at a time.

We see you. We celebrate you. And your story encourages us all to keep moving forward — together.



Upcoming Events

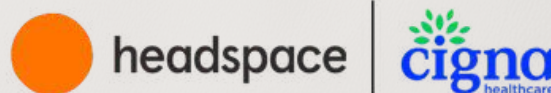


Wellness Tools to Support Your Health in 2026

As you head into the New Year, it's a great time to focus on goal-setting and improving your overall health, and you have a variety of free wellness resources through SAC and Cigna to help you get started.

The **Calm** app offers guided meditations, sleep stories, and relaxation tools to support stress management and better sleep. Meanwhile, **Headspace** provides a comprehensive mental wellness platform with guided meditations, sleep aids, focus music, and programs for stress, anxiety, and general emotional health with optional text-based coaching, therapy, and psychiatry for a fully integrated experience aimed at building mindfulness skills for better daily living. For physical well-being, **RecoveryOne** delivers virtual physical therapy with customized recovery plans and access to licensed therapists, and **Omada** supports chronic condition management such as diabetes, prediabetes, hypertension, and musculoskeletal issues through digital coaching, connected devices, interactive lessons, and peer support.

***Please note that some programs may require initial signup on a desktop before logging in on the mobile app.



Leveling Up: A Fresh Start, a Full Mug, and a Whole Lot of Possibility

BY DEAN HOMSHER
BUSINESS PARTNER II, PEOPLE SUCCESS



As we turn the page into 2026, let's take a collective breath. The holidays are behind us, inboxes are waking up again, and calendars are suddenly very...full. Before we sprint ahead, this is your permission to lean back in with intention, optimism (and maybe an extra cup of coffee).

A new year at work doesn't have to mean new you, completely reinvented by Monday. Sometimes it simply means renewed energy, clearer focus, and a little grace, for yourself and others.

Small Wins > Big Pressure

January has a reputation for bold declarations and dramatic resolutions. But in reality, progress often shows up quietly:

- Finally organizing that desktop with 147 files
- Blocking focus time on your calendar
- Asking a question you've been sitting on
- Leaving work on time and actually meaning it

Those small wins add up, and they count.

Bring Your Whole Self (Yes, Even the Laughing One)

Workplace professionalism matters, but so does joy. A shared laugh in a meeting, a playlist recommendation, or celebrating a teammate's milestone reminds us we're human first. As we head into the new year, let's keep making space for warmth, kindness, and connection.

A Gentle Reminder for 2026

You don't need to have everything figured out on Day One. Careers are built over time. Growth isn't linear. And success looks different in different seasons. What does matter is showing up with curiosity, integrity, and a willingness to learn.

So here's to:

- New beginnings without unnecessary pressure
- Goals that stretch us—but don't exhaust us
- Supporting one another along the way
- And stepping into 2026 with clarity, confidence, and a sense of humor

Welcome to the new year. Let's make it a good one - together.



Sac Health Expands Behavioral Health Services to Meet Growing Community Needs

BY YADHIRA CUEVAS
SPECIALIST, TALENT
SOLUTIONS

Sac Health's Behavioral Health (BH) Department is stepping forward with new programs, expanded staff, and an enhanced patient-centered approach to meet rising mental health needs across the Inland Empire.

Over the past year, the BH team has strengthened its commitment to providing accessible, culturally responsive care for patients of all ages. With increases in anxiety, depression, family stress, and trauma-related concerns, the department has become a vital resource for individuals seeking support within the community. "Our mission is to meet patients where they are—emotionally, culturally, and clinically," adding that the team is focused on building trust and creating a safe space for care. "Behavioral health is health. We want our patients to feel understood, respected, and empowered."

Expanded Services and Integrated Care

The BH department now offers a broader range of services, including:

- Individual and family therapy
- Psychiatric evaluation and medication management
- Behavioral health consultations embedded in primary care
- Support for chronic illness management and lifestyle changes
- Crisis intervention and safety planning
- Specialty programs tailored for youth, adults, and families

One of the cornerstones of Sac Health's BH model is integrated care, allowing behavioral health clinicians to collaborate directly with medical providers. This ensures patients receive whole-person support without barriers or long wait times.

A Growing Team Dedicated to Patient Well-Being

To meet increasing demand, Sac Health has welcomed additional therapists, social workers, psychiatrists, and wellness support staff.

The department also continues to train residents and interns, reinforcing the clinic's role as a teaching and training site committed to improving the future of behavioral health care.

Community Impact

With mental health awareness on the rise, Sac Health's BH department has reported improved outcomes for patients who receive early intervention and integrated support. The team continues to develop outreach efforts and partnerships to reduce stigma and help community members access help before reaching a crisis point.

"Every patient deserves compassionate, comprehensive care," "We're proud to expand our services and be a place where people feel seen, heard, and valued."

Looking Ahead

Sac Health plans to continue strengthening its Behavioral Health offerings, exploring new programs in group therapy, youth resilience, and community wellness education.

As the need for mental health support continues to grow, the BH department remains committed to being a steady, supportive resource for the community.



Population Health Care Coordinator

BY CARMEN GARCIA, PARTNER,
TALENT ACQUISITION



Location: Brier Clinic, San Bernardino, CA

Schedule: Monday–Friday | 7:30am–4:00pm | 8-hour shifts

SAC Health is excited to announce an opening for a POP Health, Care Coordinator — a pivotal role focused on improving patient outcomes through coordinated care, preventative screenings, and strong communication across the care team.

If you are passionate about patient advocacy, population health, and supporting patients throughout their care journey, this could be the perfect opportunity for you!

What You'll Be Doing

The Care Coordinator plays a vital role in:

- Managing cases related to utilization review, discharge planning, and coordinated patient services
- Collaborating with insurers, managed care organizations, referral partners, patients, and families
- Supporting the development and implementation of case management guidelines

Key Responsibilities Include:

- Conducting daily patient screenings using EMR appointment reports and vitals
- Alerting providers of the need for screening orders
- Coordinating and tracking completion of all provider-ordered screening exams
- Engaging patients using relationship-based strategies—both by phone and in person
- Ensuring screening results are received, documented, and followed up appropriately
- Assisting patients with wellness goals and care plan follow-through
- Implementing reminders, recalls, and appointment outreach using EMR tools
- Coordinating appointments/referrals for medical and behavioral health services
- Abstracting historical screening results into the EMR
- Troubleshooting internal and external care barriers
- Offering process improvement recommendations
- Meeting regularly with the Managed Care Team and reporting progress



Hot Job Spotlight

- Acting as a liaison between patients, providers, and internal teams
- Maintaining detailed tracking systems for screening and care management activities
- Monitoring productivity statistics and reporting program updates

Ideal Candidate

- Strong background in patient coordination, population health, case management, or related healthcare fields
- Excellent communication and relationship-building skills
- Comfortable engaging patients both by phone and in person
- Detail-oriented with strong follow-through and documentation skills
- Proficient in EMR navigation and patient tracking workflows
- Collaborative, organized, and passionate about patient-centered care

Ready to Make a Difference? Apply Today!

If you have experience in care coordination and a passion for improving patient outcomes, we want to hear from you!

Don't miss this opportunity to help patients access the care and support they need — apply today or share with someone who would be a great fit!



Reader Leader: Michaela Bassig

BY MICHAEL DEWEES
PEOPLE EXPERIENCE & COMMUNICATIONS
SPECIALIST



Nine poignant questions with the founder of the SAC Bookworms Club

1. What first sparked your love of reading, and how has it influenced your life today?

Growing up in a bilingual household, it was difficult for me to learn words in school. The words made sense to me in my mind, but when I said them aloud, they were incorrect. With my parents' guidance and support in reading to me every day and me following along as they read, I eventually became an avid reader. My parents helped me overcome this barrier which resulted in my love for books; for that, I will forever be grateful to them. Because of them, I can live in so many worlds, understand other people's lives through their eyes, and expand my knowledge base to anything my heart and mind desires to learn.

"Books are fountains of knowledge and also help the heart find the way to use that knowledge with wisdom."

-Robert S. Jepson, Jr.

2. What inspired you to create the SAC Health Bookworm Club?

After attending Dean Homsher's Brier Basics talk on belonging and how he created one in a previous workplace, I thought about my interests and was inspired to start the SAC Bookworm Club. I genuinely believed that no one would have responded to my first message – I was pleasantly surprised by the engagement that followed afterward. I understand firsthand that going out of your comfort zone can make you feel all your emotions at once. That is why you absolutely must expand your comfort zone; you will truly start to see the depth of your capabilities when you begin to do so.

"The more time you spend in your discomfort zone, the more your comfort zone will expand."

-Robin Sharma

3. What do you hope this club brings to the SAC Health community?

I hope to create a safe space for fellow introverted learners like myself to share our interest in books. Even more so, to create a community of knowledge that we can share with each other. We are a group who loves to learn from books and learn from others. I encourage anyone who is interested in joining the SAC Bookworm Club to let me know and I will add you to our Teams group. Whether you are an avid reader or wanting to start reading more, all are welcome to learn and grow with us.

"Alone we can do so little, together we can do so much."

-Helen Keller

4. Is there a book that shaped your perspective or impacted your journey in healthcare?

Can't Even: How Millennials Became the Burnout Generation by Anne Helen Petersen. Even though I am Gen Z, so many themes in this book spoke to me that I had to mention it. Examining areas of work, play, education, and parenthood, I learn something new and gain a new perspective every time I read it. I first read this book for a class in graduate school and it is still one of the many books I reference time and again when necessary.



"Most of us would rather read a book than stare at our phones, but we're so tired that mindless scrolling is all we have energy to do."

-Anne Helen Petersen

5. What genres or authors do you find yourself drawn to most?

This answer has changed throughout my life and I am sure will continue to do so. As a child, fantasy and adventure were fascinating to me. Treasure Island comes to mind. In my youth, dystopian and some of the classics piqued my interest. Orwell's work was typically in my hands. To Kill a Mockingbird by Harper Lee was the beginning of my personal development into understanding my own values and how I help shape the world around me. In young adulthood, personal development and finance are my main interests as of late. Ramit Sethi and Brian Preston are the top finance authors on my list. I am curious to see how I will answer this question a few years from now, but I know whatever genre or author I am drawn to at the time, it will most likely align with what I feel I need to learn.

"Write to be understood, speak to be heard, read to grow."

-Lawrence Clark Powell

6. How does reading support your personal growth, leadership style, or well-being?

Reading is the fuel for my mind to further grow and understand myself in all areas of my life. Because I have so many thoughts that come from reading, I journal and put everything down from pen to paper. I reflect on my thoughts and experiences to see how I can overcome challenges and truly celebrate milestones. When I am unsure how to solve a problem, I seek the information and guidance I need to solve it. When I did not know where to begin the process of applying to graduate schools, I researched schools, read articles and reached out to graduate school advisors. I was accepted into my top choice! When I was not sure what would be the best way to pay off my student loans, I watched videos and read books recommended in those videos to figure out the best plan for me. I am debt free! Before I even started my first job out of graduate school, I was determined to set myself up in a great financial position for my family and I. As a first-gen, I am proud to say that I am a self-taught financially literate individual who helps others gain financial clarity and a clear direction on where to go next. There are various mediums in which you can learn anything your mind seeks to know – videos, articles, people – and so on. I learn from many sources; my preference is books.

"When I read, I think. When I think, I wander. When I wander, I create."

-Michaela Bassig

7. If every SAC Health employee could read just one book, which would you recommend and why?

Whenever I am asked the book recommendation question, I answer differently with every year and life stage I have gone through; if I know the person well enough, I even adjust my recommendation to their interests. As of today, I would recommend *The Art of Spending Money* by Morgan Housel. With my personal goal of providing financial support and stability for my family and I, it is quite challenging for me to spend money on myself. For my fellow optimizers, we know every dollar that is invested brings so much value to our future. However, this optimization mindset hinders me from being able to enjoy my money in the present. This book has given me insights into and realizations about myself so that I can spend money aligned with my values without the guilt of not reaching full optimization every year.

"Spend less than you make. Quietly compound. Money serves you, not the other way around. No one is thinking about you as much as you are. Independence is wealth. Health is wealth. Aim to be a good ancestor. Love your family."

-Morgan Housel

8. What excites you most about building a reading culture within our organization?

I am a life-long learner. Being around other life-long learners by building a reading culture feeds my soul in a way that it feels like more time is being added to my life because of the joy it brings me. I hope everyone gets to experience this feeling at least once in their lives.

"If your circle doesn't challenge you to grow beyond your comfort zone, then you are definitely in the wrong circle."

-Edmond Mbiaka

9. What advice would you give to someone who wants to start reading more consistently?

Go where your heart takes you. Do you want to learn a new language? Are you trying to understand your spending behavior? Is it time to learn that which your heart yearns for, but your mind rationalizes into unproductive wandering? If you answered yes to any of these questions or a different question popped into your head that is fighting for your attention, then that is where I suggest you start.

"Wherever you go, go with all your heart."

-Confucius

Happily reading and forever learning,

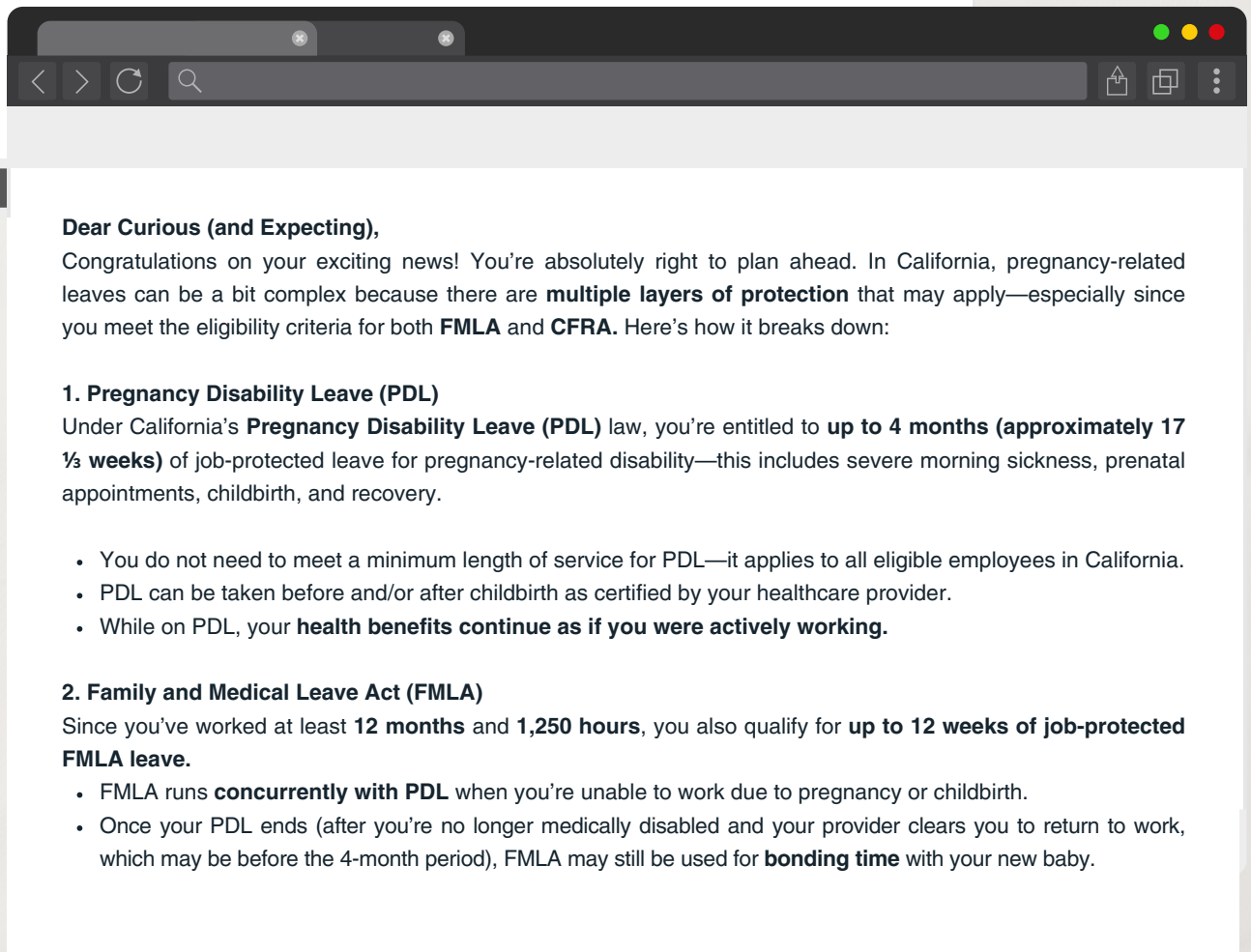
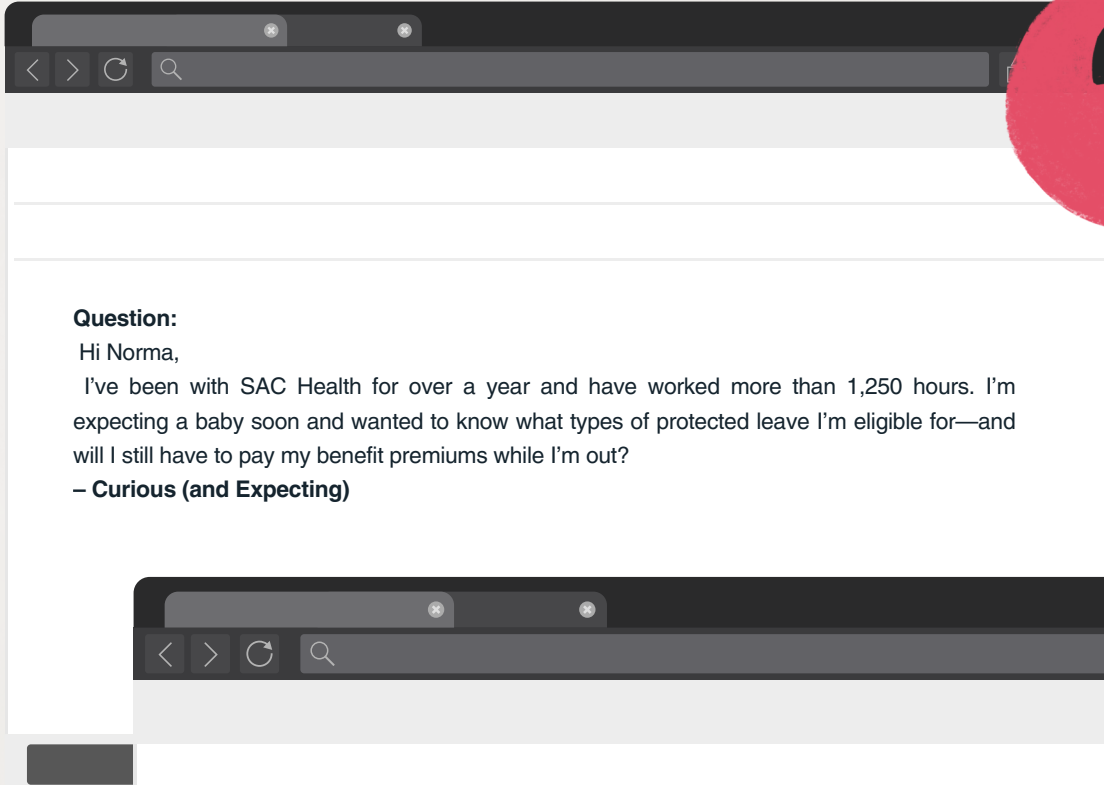
Michaela Bassig, MPH

SAC Health • Bookworm Club



PTO for 2026

BY NORMA LOPEZ MANAGER, PEOPLE OPERATIONS



3. California Family Rights Act (CFRA)

After your pregnancy disability ends, you’re also entitled to **up to 12 weeks of CFRA leave** to bond with your new baby.

- CFRA bonding time is separate from PDL—it begins after your medical provider clears you to return to work.
- Both parents employed by SAC Health may be eligible for CFRA bonding leave, even if they share the same household.

4. Benefit Premiums During Leave

While you’re on **protected leave (PDL, FMLA, or CFRA)**:

- SAC Health will continue to pay the employer portion of your benefit premiums.
- You are still responsible for your **employee portion** of premiums (just as if you were working).
- If you’re unpaid during your leave, these premiums will **accrue and must be repaid** once you return to work, or you can coordinate a payment plan through People Success.



In Summary

Type of Leave	Duration	Purpose	Benefit Continuation	Runs Concurrently?
PDL	Duration	Pregnancy/childbirth recovery	Yes	With FMLA (if eligible)
FMLA	Duration	Medical + bonding	Yes	With PDL (medical portion)
CFRA	Duration	Bonding	Yes	Separate from PDL

Tip: Submit your leave request early through **Ask Here in Paycom**, so our Leave of Absence Representative can coordinate your coverage in Tilt and ensure your time is properly designated.

Congratulations again—and remember, People Success is here to walk beside you every step of the way!
Warmly,

Norma Lopez
People Operations Manager



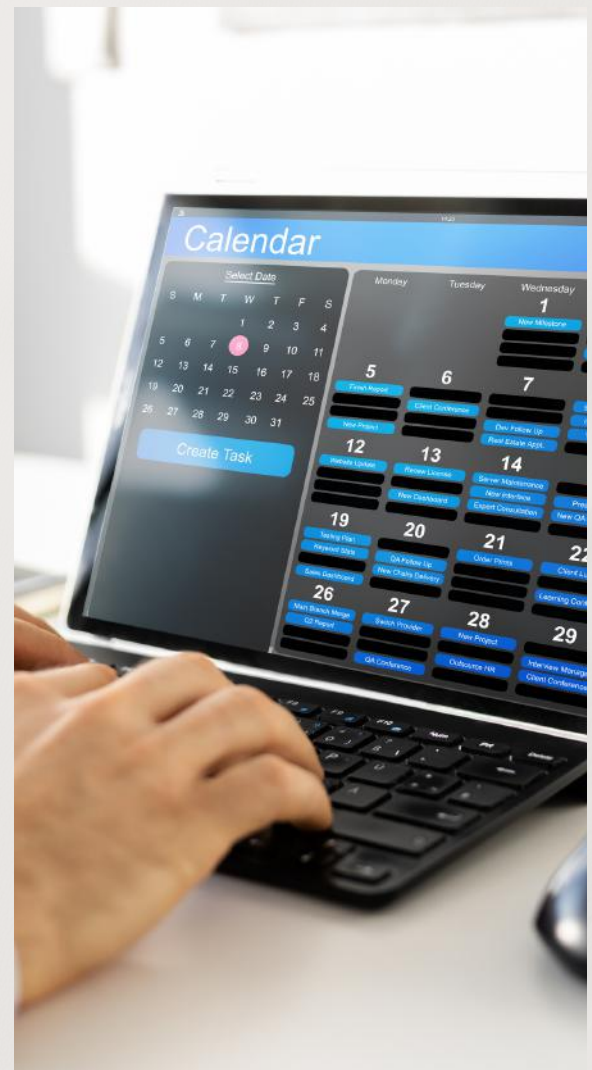
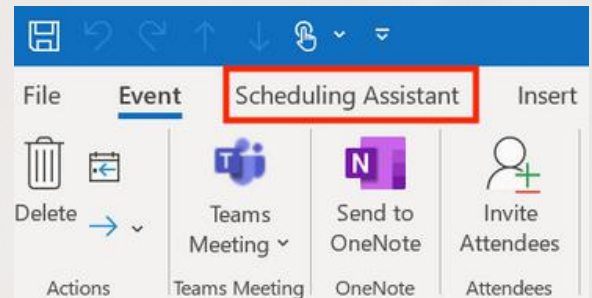
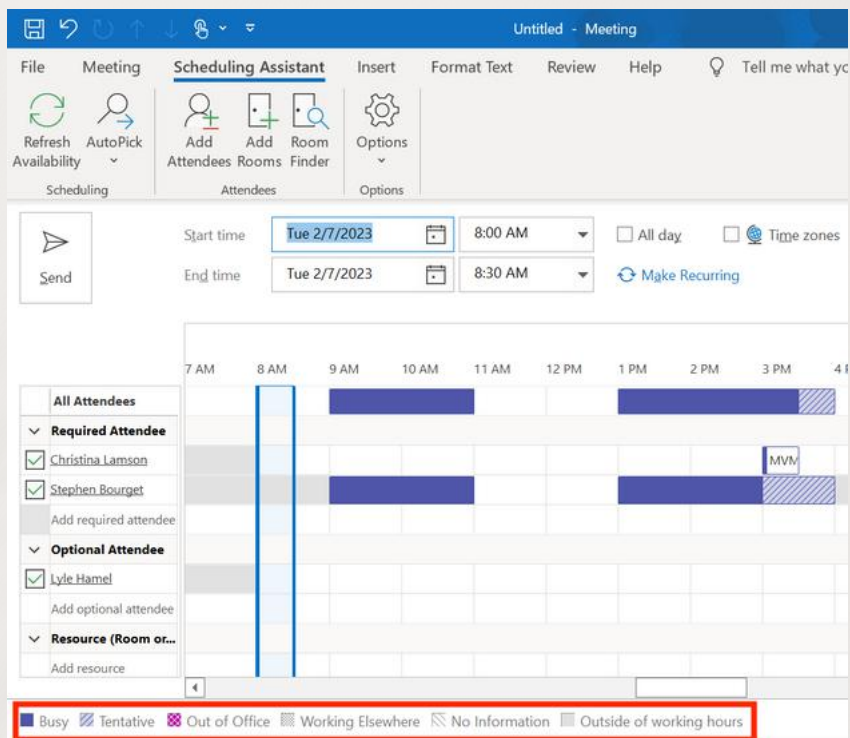
Scheduling Assistant

BY MERVYN OSENA
HRIS ANALYST

Outlook's Scheduling Assistant is a built-in tool in Calendar that shows free/busy times for meeting attendees in a grid, helping you find the best time by highlighting conflicts (dark blue/red) and free slots (white/green), accessible from a new meeting or event to easily coordinate schedules and send invites. You open it by creating a new meeting/event, adding attendees, and clicking the "Scheduling Assistant" tab or button to view everyone's availability at a glance.

How to Use the Scheduling Assistant

- 1. Start a New Meeting:** Go to your Outlook Calendar and click New Meeting or New Event.
 - 2. Add Attendees:** In the "To" or "People" field, add required and optional attendees.
 - 3. Open the Assistant:** Click the Scheduling Assistant tab (or button) in the ribbon at the top.
- Review Availability:**
 - White/Green: Free.
 - Dark Blue/Red: Busy (conflicts).
 - Light Blue/Hashed: Tentative.
 - Gray: Outside working hours.
 - Find a Time:** Click an available slot or use AutoPick to find the first available time for everyone.
 - Send:** Return to the meeting details, add a subject/location, and click Send.



2026 Holiday Calendar



2026 Paid Holiday Schedule

New Year’s Day	Thursday	January 1, 2026
Martin Luther King Jr. Day	Monday	January 19, 2026
Presidents Day	Monday	February 16, 2026
Memorial Day	Monday	May 25, 2026
Independence Day (Observed)	Friday	July 3, 2026
Labor Day	Monday	September 7, 2026
Thanksgiving Day	Thursday	November 26, 2026
Day After Thanksgiving	Friday	November 27, 2026
Christmas Day	Friday	December 25, 2026
Restricted Floating Holiday	TBD	EE Birth Month

Holiday Eligibility: Please refer to Policy C-53 – Holiday Pay



2026 Payroll Calendar



2026 Bi-weekly Payroll Schedule

# OF PAY DATES	START OF PAY PERIOD	END OF PAY PERIOD	PAY DATE	WEEKDAY
1	12-14-25	12-27-25	01-02-26	Friday
2	12-28-25	01-10-26	01-16-26	Friday
3	01-11-26	01-24-26	01-30-26	Friday
4	01-25-26	02-07-26	02-13-26	Friday
5	02-08-26	02-21-26	02-27-26	Friday
6	02-22-26	03-07-26	03-13-26	Friday
7	03-08-26	03-21-26	03-27-26	Friday
8	03-22-26	04-04-26	04-10-26	Friday
9	04-05-26	04-18-26	04-24-26	Friday
10	04-19-26	05-02-26	05-08-26	Friday
11	05-03-26	05-16-26	05-22-26	Friday
12	05-17-26	05-30-26	06-05-26	Friday
13	05-31-26	06-13-26	06-18-26	Thursday
14	06-14-26	06-27-26	07-03-26	Friday
15	06-28-26	07-11-26	07-17-26	Friday
16	07-12-26	07-25-26	07-31-26	Friday
17	07-26-26	08-08-26	08-14-26	Friday
18	08-09-26	08-22-26	08-28-26	Friday
19	08-23-26	09-05-26	09-11-26	Friday
20	09-06-26	09-19-26	09-25-26	Friday
21	09-20-26	10-03-26	10-09-26	Friday
22	10-04-26	10-17-26	10-23-26	Friday
23	10-18-26	10-31-26	11-06-26	Friday
24	11-01-26	11-14-26	11-20-26	Friday
25	11-15-26	11-28-26	12-04-26	Friday
26	11-29-26	12-12-26	12-18-26	Friday
27	12-13-26	12-26-26	12-31-26	Thursday



Spiritual Belonging

BY JESSIE A. LOPEZ ABDUL-KARIM
DIRECTOR OF SPIRITUAL CARE

A Fresh Start

“See, I am doing a new thing!” says the Lord. - Isaiah 43:19

New beginnings are something we all long for. We mark them with new calendars, new goals, and fresh resolutions. Yet life often reminds us that starting over isn't easy. We carry memories, mistakes, losses, and regrets into every new season. But the good news of the gospel is this: God specializes in new beginnings. He gives us a fresh start. He is not limited by our past, and He is not intimidated by our failures. When God declares a new beginning, it is not symbolic, it is transformative.

As the new year begins, many of us step forward carrying both hope and exhaustion. You have given long hours, steady hands, and compassionate hearts to people often meeting life at its most fragile moments. God's grace meets you right there, in the weariness and in the willingness to keep showing up. Scripture reminds us, “Because of the Lord's great love, we are not consumed, for His mercies never fail. They are new every morning” (Lamentations 3:22–23). A fresh start doesn't mean forgetting what has been heavy; it means trusting that God's mercy is renewed daily, even in the middle of demanding shifts and emotional strain.

A new year is also an invitation to release what no longer serves your spirit. As healthcare workers, we often carry stories that don't easily stay at work—grief, uncertainty, and moments where outcomes weren't what you prayed for. God does not ask you to carry those alone. “Come to Me, all you who are weary and burdened, and I will give you rest” (Matthew 11:28). A fresh start begins when we lay down unrealistic expectations, guilt, and self-criticism, and allow God to restore us from the inside out.

A fresh start requires participation. God does the renewing, but we must do the trusting. Hebrews 12:1 encourages us to “lay aside every weight and the sin that so easily entangles.” Sometimes the weight isn't sin, it's fear, comfort, or the need for control. New beginnings often demand courage to step into what God is doing, even when the future isn't clear. God's promise is not that the road will be easy but that He will walk with us. His presence is the assurance that the beginning He gives will lead to the future He has planned.

So, as you step into this new year, remember that your calling is sustained by God's strength, not your own. Fresh starts are not about striving harder but about abiding deeper. “See, I am doing a new thing!” says the Lord (Isaiah 43:19). May this year bring renewed purpose, steady peace, and the assurance that God walks with you in every hallway, every patient room, and every quiet moment in between, making all things new, including you.

TAKE2 MORNING DEVOTIONAL

At SAC Health, we want to start our mornings feeling refreshed and set the tone for the day. We invite you to join us for Take 2 (as in two minutes) at 8 am when we have a speaker share a brief message from the Bible verse for that day. We meet both in person and on Teams.

Spiritual Care
909.601.2964
Jessie A. Lopez Abdul-Karim
Director of Spiritual Care
jalopez@sachealth.org



Community Resource Center



YOU JOINED US IN MAKING A DIFFERENCE!

Toy Drive 2025!

How many children did we reach across all of our locations this season with our Christmas Toy Giveaway?

Blythe (12/10): 40 children

Barstow (12/17): 55 children

Indio (12/18): 81 children

San Bernardino/Brier (12/23): 1,606 children (1,232 registered & 374 non-registered)

Grand Total: 1,782 children impacted!

Your support also provided food, hygiene, and diapers to those in need.
Together, we created lasting change in our community!

HOW YOUR DONATIONS HELP

SAC HEALTH COMMUNITY RESOURCE CENTER

- Provides **emergency food** for families in crisis
- Provides **emergency diapers** for children
- Provides **emergency hygiene** for adults and children
- Provides **holiday meals** to families in need

For questions,
please call **(909) 771-2891**

For community events,
please visit **sachealth.org/events**

WAYS TO DONATE

- In-person drop off at 1003 E. Brier Dr., San Bernardino, CA 92408
- Donate at our Amazon Wish List:
<https://a.co/dgK9ge6>
- Donate ONLINE at: **sachealth.org/give**
- Choose “Community Resource Center”



SAC Health Give Page



Amazon Wish List



Clinic Check-in/Murietta

Murietta has seen 14,866 patients this fiscal year, reflecting a 13% year-over-year increase. Behavioral Health services make up 27% of all visits. In addition, the campus serves as a training site for the Loma Linda residency program and accounts for 12% of SAC's total patient volume.



One Mission — One Team



January Birthdays



ADMINISTRATION

Moni Hegardt 01/4
Maribel Idaly Espinoza 01/13

APPOINTMENT CENTER

Maricella Rodriguez 01/18
Arleen Valdes 01/22
Randi Hayes 01/29
Sandie J Herrada 01/30

BEHAVIORAL HEALTH

Sandra Bachar 01/13
Marla Lopez 01/20
Priscilla Maria Flores 01/22
Lisette Vanfleet 01/22
Crystal Duarte 01/27

CARE MANAGEMENT

Marvin Osbaldo Gramajo 01/16
Janis Leanne Noakes 01/21
Diana Gomez 01/26
Lorena Uribe Hilden 01/28
Erica E Sanchez 01/31

COMPLIANCE & RISK MANAGEMENT

Angela M Teresi 01/11
Stacey Theus Ridley 01/14

DENTAL

Rebecca Bucio 01/6
Maria Rodriguez 01/6
Diana Leticia Plata Placencia 01/11
Sandra Elizabeth Guillen 01/14
Antonia De La Cruz Garcia 01/22
Yesenia Ramirez 01/26
Loreena Velasquez 01/26

FAMILY MEDICINE

Roxana Martinez 01/4
Gabriela Llamas 01/7
Aroun Sakounphong 01/9
Joanna Jiehong Yang 01/9
Tikia Jackson 01/25
Diamond Michelle Wade 01/27
Leticia Isabel Murillo 01/29
Angelica Nava 01/29

GENERAL PEDIATRICS

Cynthia Lucia Alferez 01/3
Amber Lynn Romero 01/4
Marja Bryant 01/10

I.T. HELP DESK

Melissa Quezada 01/4

INTERNAL MEDICINE

Nohemi Aviles 01/16
Josephina Naranjo 01/29

MAINTENANCE

Juan Montes de Oca 01/28

MEDICAL RECORDS

Jennifer Garcia Arevalo 01/8
Aspen Mount 01/17

MESSAGE CENTER

Samantha Jimenez 01/8
Erin Mary Hartwick 01/12
Wendy Leonides 01/22
Mary Williams 01/24

ORTHOPEDIC

Socorro M Villalobos 01/12

PATIENT REGISTRATION

Vanessa Hegardt 01/4
Corina Sanchez 01/4
Roberto A Cordero 01/9
Zitlali Xochtl Sanchez 01/9
Kimberly Martinez 01/10
Clarisa Romo 01/11
Maria Del Carmen Castaneda R 01/15
Fernando Hernandez 01/15
Mariana Saldivar 01/17
Valeria Guadalupe Alvarez 01/28

PEOPLE SUCCESS

Norma Lopez 01/4
Michael David Dewees 01/25
Allen Aloysious Weaver 01/26

PRIMARY MEDICINE

Jennifer Thomas 01/2
Marisela Delval 01/23

QUALITY IMPROVEMENT

Maria Carter 01/2
Veronica Raygoza 01/23
Damian Barrios 01/27

REFERRALS

Pamela Avina 01/8
Johanna Ixchel Molina 01/14
Crystal Miranda 01/23
Jeannette Arteaga Lopez 01/27
Mirna Martinez 01/31

WOMEN'S HEALTH

Ashley Berenice Mejia 01/4
Asmaa N Khatib 01/14



January Work Anniversaries

1 Year

Adriana Diaz
Eulah Johanna De Ocampo Filio-Alvarez
Maryann Garcia
Monica Guzman
Dominique Kristan Hubbard
Crystal Juanita Madrigal
Benina Elizabeth Martinez
Veronica Plascencia
Jeannette Roman
Tiffany Victoria Triplett

2 Years

Adriana Arredondo
James Gerald Atkins
Soncia Raeniq Howard
Asmaa N Khatib
Cassandra Medina
Alexandra Victoria Bell Moreland
Eileen Moreno
Blanca Alycia Rico

3 Years

Larissa Carmona-Urias
Krystal Rae Enriquez
Meleny Funes
Andrea E Gonzales
Karen Yanira Hernandez
Jessie Lopez Abdul Karim
Dominique Kaylin Martinez
Ashley Berenice Mejia
Natalie Danelle Perez
Annette Norely Perez
Elisa Salazar
Denise Velasquez
Diamond Michelle Wade
Amber Shanise Watai

4 Years

Maria Paulina Gonzalez
Flor Salcido

5 Years

Jessica E Barela
Edgar Alexis Magallan

6 Years

Yvette Esther Felipe
Norma Elizabeth Paz

7 Years

Jessica E Barela

8 Years

Victor H Flores
Ariana Ramirez
Alma Rosa Vazquez

9 Years

Stephanie D Orrego

HAPPY
WORKIVERSARY



Brier B♥sics



JANUARY

Tuesday, 1/6

Spiritual Care - "New Year. New Mercies. Same God. "
by Jessie A. Lopez Abdul-Karim

*** Brier Banquet Room ***

Tuesday, 1/13

Administration - "Blue Zone Health"
by Dr. Jason Lohr, CEO & President

Tuesday, 1/20

Marketing - "Branding 101"
by Jemellee Ambrose

Tuesday, 1/27

Administration - "Exercise for Life"
by Dr. Bonnie Chi-Lum, Chief Medical Officer

*** Brier Banquet Room ***



New Hires - New Year Resolutions!

VANESA R. VILLARUEL
ONBOARDING COORDINATOR,
PEOPLE SUCCESS

Alyssa Deleon - Appointment Center Agent

I would have to say a goal I have set for the new year professionally would definitely be growing with the team and being able to be asset to my team in order to make an impact on the mission at Sac Health that would allow me to grow and excel professionally in a environment that has been nothing but welcoming and positive since Day 1 .

Antonio Coleman - Dental Sterilization Technician

One of my goals this year is to travel internationally

Erika Montes Torres - Appointment Center Agent

One of my professional goals is to get through all the necessary trainings to be able to do my job as an appointment center agent successfully and efficiently. I've received a lot of great information so far and I'm excited to continue learning.

Jaime Ursua-Horan - Registered Dental Assistant

I am enrolled at CSUSB Cal State San Bernardino to complete my Bachelors in English Lit / Creative writing. Very much looking forward to attending school again.

Janet Tafoya- Registered Dental Assistant (RDA)

A professional goal I will be setting for myself this year is to complete all my prerequisites needed for dental hygiene school. I plan to become a hygienist and further my career in the dental field.

Maureen Gomez - Health Information Supervisor

My professional goal would be to master my new role, I love to be well-versed in my career choices. I am excited to be part of the team.

Teresa Perez - Licensed Vocational Nurse (LVN) Lead

My professional goal for 2026 is to aim to grow in my new role at SAC Health building strong knowledge of my responsibilities, consistently delivering high quality work so I can add meaningful value to my team and contribute to long-term success.

Valeria Retana - Licensed Vocational Nurse (LVN) Float

Furthering my education to get my RN degree



Teresa Perez - Licensed Vocational Nurse (LVN) Lead

My professional goal for 2026 is to aim to grow in my new role at SAC Health building strong knowledge of my responsibilities, consistently delivering high quality work so I can add meaningful value to my team and contribute to long-term success.

Valeria Retana - Licensed Vocational Nurse (LVN) Float

Furthering my education to get my RN degree

Victoria Velasquez - Patient Services Representative (PSR)

My new year's goal would be to grow within the company and to further my relationship with GOD and accepting the new opportunities that arise.

Adam Gomez- FM Appointment Center Agent

One of my personal New Year's accomplishments would be to have better goal setting.

Luis Gudino - Medical Assistant (MA)

A goal of mine is to finish school and become a nuclear medicine technologist and over time make my own mobile service to help clinics or hospitals.

Loreena Velasquez - Registered Dental Assistant (RDA)

My new years goal is to achieve and prosper, and excel in all points in my life, starting with my new job at SAC Health and also my family and friends, as well as staying positive and to always stay in prayer with the lord Jesus Christ.



PS Hall Pass - PS Edition

(Where we randomly stop people in the hall & ask random questions in a random way)

What's one challenging thing you want to try next year?

Run a half marathon!



Carmen Garcia
Onboarding Coordinator

What's a habit or mindset you're ready to leave in the past?

Not keeping track of pending tasks in order to mark them complete, this sometimes causes me to miss important things !



Adriana Diaz
PS Assistant

What's the best piece of advice you received in the past year?

When addressing a challenge & considering solutions, ask yourself, "How hard could it be?"



Michael DeWees
People Experience & Communications Specialist (& yes, I literally asked myself this question)



What is it??? Food Edition



Can you identify these 3 common foods?

BONUS

Last month's edition of *Vitals* contained three hidden wise men. **What pages were they on?**

Submit your answers to mddewees@sachealth.org for a chance to WIN!

And the Winner is...



Last Month's Spot-the-Difference
Winner:

Dianna Y. Navarro



People Success Directory



Foster, Paul M. Chief People Officer

Phone: 909-259-9113 Ext: 1809 | Email:
pfoster@sachealth.org

Leads all things people-related, Helps make sure SAC Health stays a great place to work by guiding the People Success Team and supporting leadership in caring for employees.

Villagran, Ana Director, People Operations

Phone: 909-284-4714 Ext: 1806 | Email:
avillagran@sachealth.org

Responsible for overseeing the People Success operations function and aligning HR strategies with organizational goals. Ensures compliance with labor laws, leads key engagement initiatives, and serves as a strategic advisor to executive leadership.

Cardenas, Brandy Director, Talent Acquisition & Culture

Phone: 909-259-9113 Ext: 1810 | Email:
bcardenas@sachealth.org

Leads the hiring strategy and builds a strong, inclusive workplace culture by attracting top talent, supporting employee engagement, and promoting values that make our organization a great place to work and grow.

Weaver, Allen Manager, People Development

Phone: 909-259-9113 Ext: 4257 | Email:
aaweaver@sachealth.org

Focuses on employee training and professional growth. Designs and delivers training programs, supports leadership development, tracks training metrics, and helps create career pathing and succession plans.

Lopez, Norma Manager, People Operations

Phone: 909-382-7100 Ext: 4258 | Email:
nalopez@sachealth.org

Oversees day-to-day People Success operations and ensures that policies and procedures are followed consistently. Supports onboarding and offboarding, manages employee records, ensures compliance, and supervises other PS team members.

Zanian, Rafi Manager, People Success Business Partner

Phone: TBD | Email: rkzanian@sachealth.org

Leads and develops the PSBP team while partnering with senior leaders to align People Success strategies, workforce planning, and organization-wide initiatives that enhance employee experience, performance, and business outcomes.



Homsher, Dean Business Partner II, People Success

Phone: 909-259-9113 Ext: 1808 | Email:
dlhomsher@sachealth.org

Serves as the primary point of contact for their assigned client group. Develops workforce plans, leads organizational assessments, and provides tactical support to department leaders.

Cuevas, Yadhira Specialist, Talent Solutions

Phone: 909-382-7100 Ext: 1805 | Email:
ycuevas@sachealth.org

Supports hiring managers and recruiters by helping with job postings, screening candidates, scheduling interviews, and making sure the hiring process runs smoothly from start to finish. Also partners with schools and local job programs to find more great candidates.

DeWees, Michael People Experience & Comms Specialist

Phone: 909-259-9113 Ext: 1799 | Email:
mddeweess@sachealth.org

Enhances workplace culture and employee satisfaction and leads internal communications to promote a positive employee experience.

Diaz, Adriana Assistant, People Success

Phone: 909-382-7100 Ext: 1794 | Email:
adridiaz@sachealth.org

Keeps the People Success department organized and running smoothly. Support with onboarding, employee paperwork, scheduling, and answering general questions.

Garcia, Carmen Partner, Talent Acquisition

Phone: 909-382-7100 Ext: 1807 | Email:
cgarcia@sachealth.org

Finds and hires great talent by working with managers, posting jobs, reviewing applications, and guiding candidates through the hiring process.

Sarabia, Jesse (On Leave of Absence) Business Partner I, People Success

Phone: 909-259-9113 Ext: 1808 | Email:
jbates@sachealth.org

Serves as the primary point of contact for their assigned client group. Develops workforce plans, leads organizational assessments, and provides tactical support to department leaders..

Ramos, Monica (On Leave of Absence) Leave of Absence & Benefits Analyst

Phone: 909-259-9113 Ext: 1811 | Email:
mramos@sachealth.org

Responsible for administering employee leave programs and managing benefit-related processes.

Osen, Mervyn HRIS Analyst

Phone: 909-259-9113 Ext: 1899 | Email:
mosena@sachealth.org

Administers, develops, and maintains the Human Resource Information System (HRIS). Configures the system to meet ongoing business needs and generates actionable reports to organizational functions and objectives.

Villaruel, Vanesa Onboarding Coordinator, People Success

Phone: 909-382-7100 Ext: 4255 | Email:
vvillaruel@sachealth.org

Helps new employees get started by guiding them through orientation, paperwork, and training so they feel welcome and ready for their new role.



