



# Fiscal Year 2021 Accomplishments

# Welcome

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This year is the 72<sup>nd</sup> year for Tahoe Forest Health System to celebrate the honor and privilege in providing innovative and ever improving public health and general healthcare services to our region. Our very professional and dedicated team has been working tirelessly for the past 19 months on the COVID 19 pandemic with no current end date in sight! These team efforts are truly one of the most important public health efforts any healthcare team could engage in, in the last 100 years.

The following pages of accomplishments through June 30, 2021 are only a small portion of the many accomplishments by an amazing, dedicated team here at TFHS.

The improvements in Quality, Service, People, Finance and Growth in fiscal year 2021 and the last six years are rarely ever duplicated in any other health system in America! This team success would not be possible without an amazing, supportive, and forward looking Board of Directors as well. I offer my deepest thanks to our amazing team for their hard work and to our communities for the special privilege of caring for their rapidly growing and changing healthcare needs.

With Warmest Regards,





# Tahoe Forest Health System Organizational Excellence Model



## OUR VISION

To serve our region by striving to be the best mountain health system in the nation



## OUR MISSION

We exist to make a difference in the health of our communities through excellence and compassion in all we do



## VALUES – We believe in

**QUALITY** holding ourselves to the highest standards and having personal integrity in all we do

**UNDERSTANDING** being aware of the concerns of others, caring for and respecting each other as we interact

**EXCELLENCE** doing things right the first time, every time, and being accountable and responsible

**STEWARDSHIP** being a community steward in the care, handling and responsible management of resources while providing quality healthcare

**TEAMWORK** looking out for those we work with, finding ways to support each other in the jobs we do



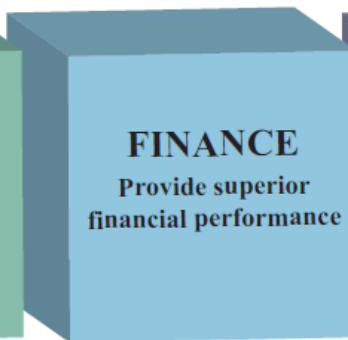
**QUALITY**  
Provide excellence in clinical outcomes



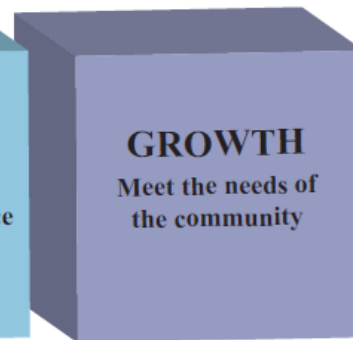
**SERVICE**  
Best place to be cared for



**PEOPLE**  
Best place to work practice and volunteer



**FINANCE**  
Provide superior financial performance



**GROWTH**  
Meet the needs of the community

# Foundations of Excellence

A close-up photograph of two hands shaking in a firm grip, symbolizing agreement or quality. The word "QUALITY" is overlaid in the center. The background is bright and slightly blurred, showing a person's arm and hand. The overall tone is positive and professional.

QUALITY

# Quality – Recognition

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- Tahoe Forest Hospital (TFH) and Incline Village Community Hospital (IVCH) had a successful unannounced deemed accreditation Health Care Facilities Accreditation Program (HFAP) survey.
- TFH Emergency Department received Level IV Trauma designation.
- For a third year, Incline Village Community Hospital (IVCH) and Tahoe Forest Hospital (TFH) Emergency Departments both achieved the *Guardian of Excellence Award* from Press Ganey for reaching and sustaining patient experience scores at or above the 95% rank in the nation.
- TFH was recognized on the Cal Hospital Compare 2020 Opioid Care Honor Roll Program for its progress and performance promoting safe and effective opioid use and treatment of patients with opioid use disorder.



# Quality – Recognition

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- TFH received the 2021 Women’s Choice Award® as One of America’s Best Hospitals for Obstetrics. This is the seventh time TFH has been awarded the Women’s Choice Award in Obstetrics.
- TFH and IVCH had successful laboratory accreditation surveys with College of American Pathologists.
- TFH passed the Mammography Technologist Briner Imaging site survey. It was a one-day survey and there were no deficiencies. The surveyor gave positive recognition to the mammography staff and spoke highly of the attention to detail and organization of the department.
- Tahoe Forest Health System (TFHS) continued as a designated UC Davis Rural Center of Excellence by maintaining excellence in clinical care, education and training, and clinical research.



# Quality

- TFHS obtained 5-Star recognition from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) during FY21. Center for Medicare and Medicaid Services (CMS) summary star rating scores hospitals on a one-to-five-star scale based on 11 publicly reported measures in HCAHPS survey, which assesses patient experiences.
- Comparative quality metrics show improvement in FY21:

Hospital	Metric	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
TFH + IVCH	Class I Infections *	0.82%	1.07%	0.34%	0.56%	0.53%
TFH + IVCH	Emergency Department Transfer Communication	33.33%	38.30%	84.27%	95.03%	99.17%
TFH + IVCH	Sepsis	62.16%	76.00%	80.49%	91.18%	92.45%
TFH + IVCH	Median Time to ECG	---	25.5 minutes	12 minutes	6 minutes	7.5 minutes
TFH	Hospital Acquired C. Diff. *	2.997	1.618	1.255	1.038	1.802
TFH + IVCH	Quality Metric Rollup	---	---	---	98.77%	99.28%

\* Infection Control made minor updates to numbers over previous Fiscal Year. Those updates are reflected here.

# Quality – Patient Safety

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- TFHS participated in its fourth year of the BETA HEART (healing, empathy, accountability, resolution, trust) Program which promotes organization-wide culture change and instills trust, that results in improved partnerships with patients, patient's families and caregivers. The goal is to introduce a holistic approach to reducing harm.
- TFHS successfully passed validation of all five domains of the BETA HEART Program for a second year in a row. TFHS continues to be the only Health System to achieve this recognition. The domains are Culture of Safety, Rapid Event Response & Analysis, Communication and Transparency, Care for the Caregiver, and Early Resolution. The validation of the five domains resulted in a 10% decrease in liability premiums.
- Our Culture of Safety Survey had a 90% response rate in 2021. In 2019, the response rate improved to 83% from 63% in 2018. The survey was available to all staff and physicians. It measures attitudes related to the culture of safety throughout our organization, providing a snapshot of the overall safety culture in a given work area.





# Quality – Patient Safety

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- TFH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in OB. This is the tenth year in a row meeting 100% Tier 1 and Tier 2 requirements. Participation includes both nursing and medical staff. This recognition is for our team's commitment to patient safety through the delivery of optimal perinatal care, striving to reach zero preventable harm. This award also results in premium credits for the District.



- TFH and IVCH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in Emergency Department. This is the ninth year in a row meeting Tier 1 requirements and our second year obtaining Tier 2 which requires nursing and medical staff involvement. This year again included the ED Sepsis initiative, which focuses on sepsis improvement, including education, process, and quality. This recognition is for the commitment to strive to eliminate preventable harm to those in need of emergent care.



# Quality – Patient Safety

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- Reliability management multidisciplinary team continues to meet regularly with a focus on High Reliability Organization (HRO) thinking.
- Initiated multidisciplinary teams to improve stroke patient management and pulmonary emboli patient management.

# Quality - Emergency Department

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- To improve services for substance users and behavioral health patients, TFH Emergency Department implemented Tele-Psych services, hired a Substance Use Navigator to assist patients and an In-house Crisis Worker for patients in the Emergency Department.
- Began Human Trafficking Screening Program.
- TFH Level III Trauma Center initiative is in progress with anticipated survey by the American College of Surgeons for designation in September 2021.



# Quality – Extended Care Center

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- Decreased ED visits related to rapid turnaround of medical director assessing patients.
- Below national average for urinary tract infections related to rapid assessments and communications with Medical Director.
- Added exercise indoors as planned activities to keep seniors active during quarantine.
- Construction began in FY2021 for the improvement of Extended Care Center (ECC) resident rooms to be completed by the end of the 2021 calendar year.
- 100% successful surveys for COVID mitigation with California Department of Public Health (CDPH).
- Maintained COVID unit to support both the ECC as well as the acute hospital.
- 96% of ECC residents received the COVID-19 vaccination.

# Quality - Perinatal

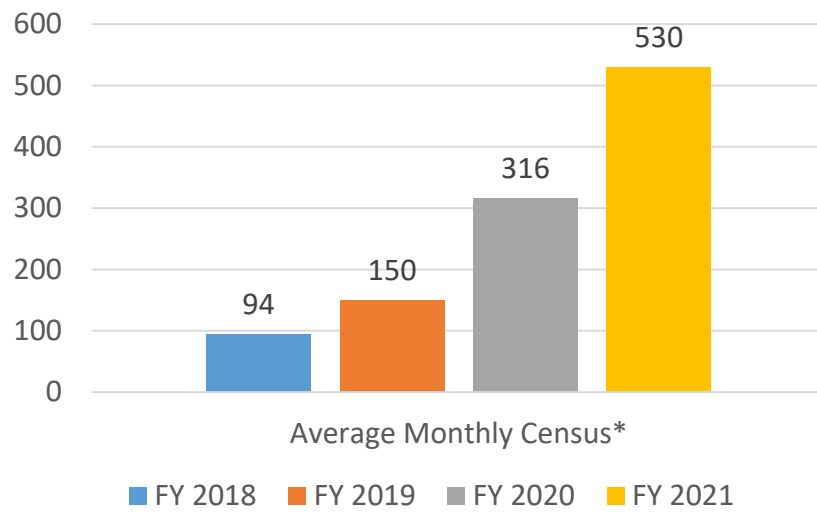
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- Participation with UCD through grant projects for the improvement of Neonatal Resuscitation Practices in rural facilities and for the improvement in the quality of care provided to mothers and infants with an Opioid Use Disorder.
- Earned the California Maternal Quality Care Collaborative Early Implementers Award for early implementation for Expanded Breastfeeding Measures
- Earned the International Board Certified Lactation Consultant® Care Award for excellence demonstrated in staffing international Board Certified Lactation Consultants as part of the maternal-child healthcare team, and for conducting activities that demonstrate promotion, protection, and support of breastfeeding.
- TFH maintained its national Baby-Friendly designation.

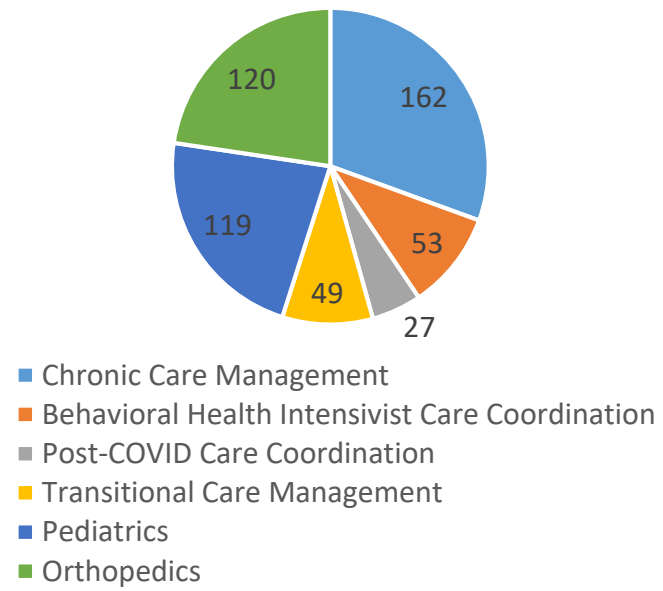


# Quality - Care Coordination

Average Monthly Census of Care Coordination Programs Combined\*



Average Monthly Census Numbers by Program



\*Not including Perinatal Lactation Care Coordination numbers or PRIME complicated diabetic patients followed by CCM RN  
 \*\* 67% volume increase Y/Y FY 2020>21

**Billed CCM Visits:**  
 FY 2020= 537  
 FY 2021= 925 (72% increase Y/Y)  
 FY 2021 CCM Referrals=286

# Quality – Community Health

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- Focused on COVID-19 outreach for Spanish speaking populations.
- Implemented the Zero Suicide initiative within the Health System.
- Completed the Community Health Needs Assessment. Results are pending.
- Wellness Services were offered via Zoom for ongoing community offerings.
- Performance indicators for 2021 – Universal Depression Screening in Primary Care:

Unique Patients Screened in Primary Care	FY19	FY21
Number of Youth 12-17	229	688
Percentage of Youth Screened in Primary Care	21.7%	45.7%
Number of Adults 18+	982	6900
Percentage of Adults Screened in Primary Care	10.6%	46.3%

# Quality - Behavioral Health

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- Integrated Behavioral Health and Psychiatry into the Rural Health Clinics.
- Integrated all behavioral health into the Epic Electronic Health Record.
- Developed and implemented workflow process for behavioral health patients from all access points in the District.
- Implemented referral process for services and educated primary care staff and providers.
- Implemented onsite immediate interventional therapy.
- County crisis worker added to the ED 5-days per week.
- Behavioral Services were added at IVCH.



# Quality - Quality Incentive Payment (QIP) Outcomes

- QIP (formerly known as PRIME program) outcomes:

Objectives	Baseline (7/18-6/19)	7/20-6/21
1.1 Increase the proportion of unique patients who are screened annually for depression	11.8% (1211/10,292)	46.2% (6900/14,915)
1.2 Increase the proportion of patients who have documented follow up after a depression screening score >9	63.2% (108/171)	74% (778/1052)
2.1 Increase mental/behavioral health services in primary care through Behavioral Health Intensivist	0:4	3:8
2.2 Increase care to BH services for patients with co-occurring disorders of opioid-use and depression (Medication Assisted Treatment)	32% (26/81)	39.3% (413/1052)
3.0 Elevated Patient Health Questionnaire (PHQ) >9 rescreened within 2-8 months	20.2% (34/168)	39.3% (413/1052)

# Quality – Cancer Center

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- National Quality Measures for Tahoe Forest Oncology program exceeded state and national measurements.
  - (NQF #219) Radiation therapy is administered within 1 year (365 days) of diagnosis for women under age 70 receiving breast conserving surgery for breast cancer = 100%
  - (NQF #559) Combination chemotherapy is recommended or administered within 4 months (120 days) or stage IB-III hormone receptor negative breast cancer = 100%
  - Image or palpation-guided needle biopsy to the primary site is performed to establish diagnosis of breast cancer - Increase after action plan implemented = 100%
  - Breast conservation surgery rate for women with AJCC clinical stage 0, I, or II breast cancer = 100%

# Quality - Orthopedic Services

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- For the seventh year in a row, TFHD was recognized as a *Star Performer* for its achievements and participation in the Own the Bone® quality improvement program as highlighted in *U.S. News & World Report*.
- Own the Bone® Star Performers demonstrate a commitment to helping patients understand their risk for future fractures and steps they can take to prevent them by achieving a 75% compliance rate with at least 5 of the 10 Own the Bone prevention measures.





# SERVICE

# Service - Patient Satisfaction

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- Tahoe Forest Health System's "Creating the Perfect Care Experience" initiative continues to be a priority. The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) remain high:
  - Percentile ranking for "Rate this Hospital 9 or 10" remained in the 99% rank the entire fiscal year.
  - Percentile ranking for "Recommend this Hospital" also remained in the 99% rank the entire fiscal year.
- The overall Patient Satisfaction score for FY21 was 94.45, exceeding a goal of 93.76. Previous Patient Satisfaction scores were 94.75 in FY20, 94.48 in FY19, 94.11 in FY18, 93.84 in FY17 and 93.76 in FY16.
- TFHS celebrated its seventh year with Patient and Family Advisory Council (PFAC) volunteers. Eleven volunteers have been actively engaged in operational suggestions to improve Health System processes and the experience of our patients and visitors

# Service - Patient Satisfaction

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- Initiated Provider Transparency solution for clinic providers through our TFHD.com website. The community can now see provider Star Ratings and comments from patients.

# PEOPLE



# People

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- TFHS grew to 1,074 employees, including 47 physicians. We welcomed back many volunteers after having to exclude them during the height of the pandemic.
- Over 298 new employees were recruited and on boarded in FY21.
- We finalized and began implementation of the Workforce Development Plan.





# People

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- New Benefits became available for TFHS staff:
  - To support our health system staff during the pandemic, TalkSpace, a digital space for private and convenient mental health support with licensed, insured, and verified clinical professionals with specialties ranging from behavioral to emotional and wellness needs was implemented. All TFHS employees and dependents, ages 13 and over, have unlimited access to online messaging therapy at no cost. TalkSpace provided services to 149 TFHS registered users within just a few months of the program launch.
  - Prudential Pathways, a series of webinars to provide employees with communications and tools for financial planning, including retirement, student debt, credit counseling, taxes, and estate planning and budgeting, was made available to staff.
  - A Virtual Benefits Fair delivered benefits info to employees in a fun, attention-grabbing way. The fair was well-received by employees who were able to view all information based on their individual needs and complete their annual benefits enrollment during a time that fit their schedule.

# People

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- **New Benefits Continued:**

- TFHS partnered with Capella University and Strayer University, allowing staff to receive significant discounts on college courses and degrees.
- A student loan debt repayment program was added to the Fidelity retirement plan program, allowing staff to cash in a portion of unused Personal Leave to pay off student loans.
- Recruiting services were expanded to allow the health system to hire more candidates, faster. The need for traveling staff was reduced, saving the district money.
- New temporary benefited employment statuses of limited full-time and limited part-time were added to allow flexibility in hiring in response to the pandemic.
- Courageous Conversations and Resilience Rounds continued to give staff a safe place to discuss emotional challenges during stressful times.

# People

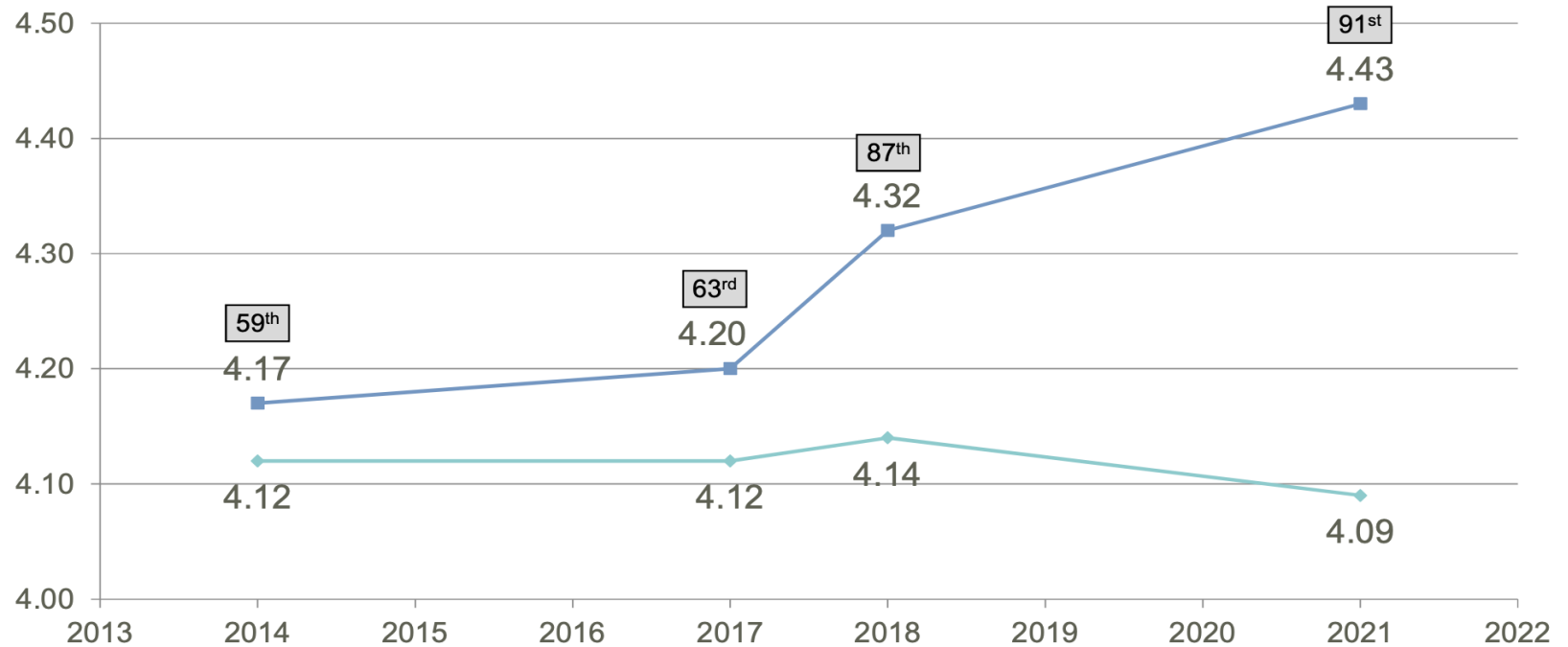
- Increased engagement of staff through various activities through the year.
  - Annual Service Awards were held via Zoom with a virtual magician and musical trivia.
  - TFHS earned third place in Best Places to Work.
  - All team members received LifeStraw water bottles in lieu of annual Holiday Party.
  - Food truck events were held for Hospital Week and during the TFHS Treat Trail.
  - Aces baseball group events were held for employees and their families.
  - Staff enjoyed virtual mask decorating, pumpkin carving and gingerbread house contests.
  - Created Pets of Tahoe Forest to allow staff to share pictures of their pets on the TFHS intranet.
  - Held a Food Drive for the Sierra Community House.



# People

- Press Ganey Employee Engagement Trending Score

## Engagement Trending



Natl HC Avg Percentile

■ TFHS

◆ Natl HC Avg

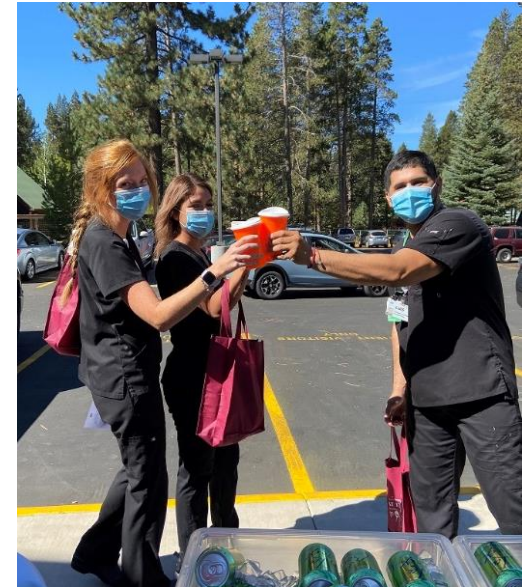
**Note** – National Healthcare Average based on Press Ganey's 6 engagement items.



# People

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- The *Values Advocacy Committee*, made up of twenty employees, continued to help with communication, transparency, and engagement throughout the District.
  - Committee members assisted with the Tahoe Forest Treat Trail, working booths across campus to hand out goodies for staff while also socially distancing.
  - A Penny Drive was held raising \$1,259.32 to provide Safeway gift cards to families in need during the holidays.
  - The committee participated in Hospital Week activities, including handing out coffee, cookies, and popsicles.
  - Committee members encouraged staff to fill out many surveys throughout the year, answering questions and assisting those with challenges accessing the surveys. Response rates increased from their efforts.



# People - Education

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- Over ten simulation events were conducted to maintain staff skills and competencies in the Emergency Department, Women and Family, Medical Surgical, ICU, Extended Care Center, Cancer Center, and Urgent Care clinic.
- Urgent Care Clinics received education and training on new trauma equipment and supplies.
- Winter injury case reviews were changed to a virtual format, which increased attendance to approximately 140 attendees per session.
- Fifty-five nurses were trained in Trauma Care After Resuscitation (TCAR) with grant funding.
- A new cycle of the Leadership Institute Program began for leaders to obtain a certification through a partnership with UNR.

# People - Education

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- We delivered “just-in-time” education and trainings to quickly adapt to changes in department procedures.
  - New rapid infuser trainings in ED, OB, ICU, OR, PACU
  - I-Stat trainings in ED
  - COVID procedure updates
  - QR Code video “self-study” stations in ED, Med Surg, IVCH on: arterial line set-up, port access/de-access, chemo PPE, new PCA programming

# People - Medical Staff

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- TFHS has a Medical Staff provider team of 170 in fiscal year 2021, up from 115 in fiscal year 2015.
- TFHS hosted 31 Physician Assistant & Nurse Practitioner students and 11 medical students in the areas of Family Medicine, Internal Medicine, General Surgery, Emergency Medicine, Pediatrics, Radiology, Occupational Health, Psychology/Cancer Center, Behavioral Health, and Obstetrics/Gynecology.
- TFHS hosted 34 Continuing Medical Education (CME) events for providers.
- TFHS partnered with the Nevada Physicians Wellness Coalition and Mayo Clinic Physician/Advanced Practice Professionals Well-Being Program to support the medical staff's well-being.



A close-up, slightly blurred photograph of a person's hands working at a desk. The right hand is holding a pen over a calculator, while the left hand is on a computer mouse. The desk is cluttered with various items, including a pair of glasses and a small potted plant. The overall lighting is warm and soft, suggesting an indoor office environment.

# FINANCE

# Finance

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- Access Center
  - Process Improvement was completed in the following three areas: registration improvement, non-authorized procedure reductions, no-show/late cancellation reductions.
  - The Access Center created “next availability” reports for diagnostic imaging, therapies, and clinic scheduling.
  - Stats:
    - Customer Service Team Collections were \$3,238,017, an average of \$269,835 per month.
    - 447,922 total inbound and outbound calls for scheduling and authorizations
    - 341,001 referrals worked

# Finance

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- Patient Registration
  - Developed and implemented a customer service training class that all new registrars are required to take.
  - Implemented e-signature forms so patients can now sign financial forms on a signature pad.
  - Implemented new ER, Therapies and Urgent Care estimates including education. Has helped reduce frequently asked question and patient complaints.
  - Implemented early contact with patient in ER by financial counselors for education on financial programs real-time.
- Health Information Management (HIM)
  - Completed RFP process and selection of a new third party vendor for outsourced coding.
  - Completed Professional charge coding audits and implemented feedback and education to Providers.

# Finance

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- Accounting
  - Began work necessary to implement the Kaufman Hall Axiom Daily Productivity Management module.
  - Completed the first phase of Kaufman Hall Axiom Cost Accounting/Decision Support module.
- Materials Management
  - Created and implemented 90 day disaster supplies stockpile required by the State of California.
  - Created and implemented Vendor Diversity policy required by the State of California.
  - Kept stabilization of critical supplies for the health system during COVID-19 when supply chain was stressed.

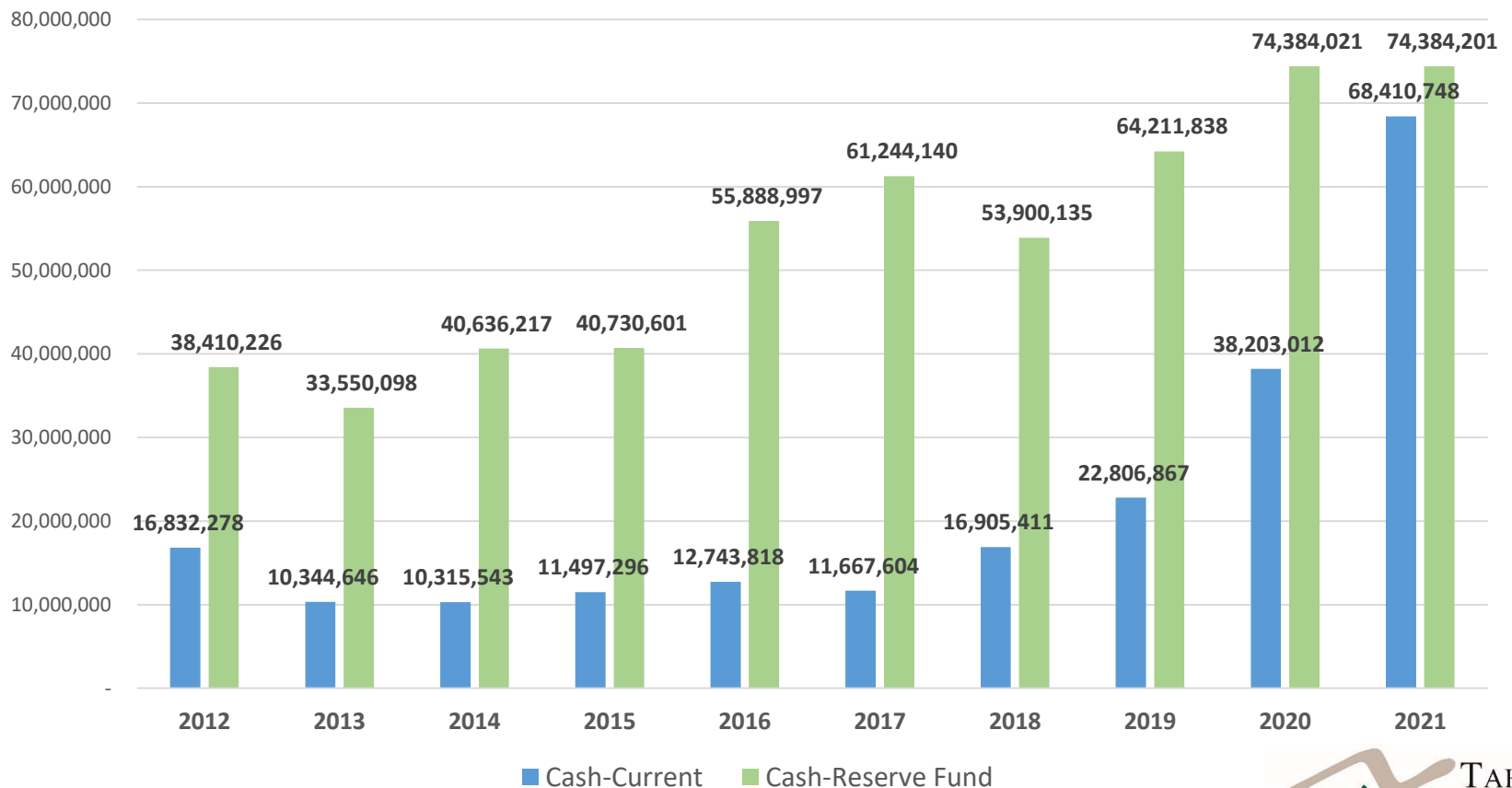
# Finance

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- Revenue Cycle
  - Implementation of the first phase of new claims clearing house ABILITY was completed.
  - Implemented charging, coding and billing changes necessary for compliance with COVID-19 regulations.
  - Additional clinic builds with Mercy: IVCH Rural Health Clinic, Optometry, Behavioral health, Plastics and COVID-19 related changes.

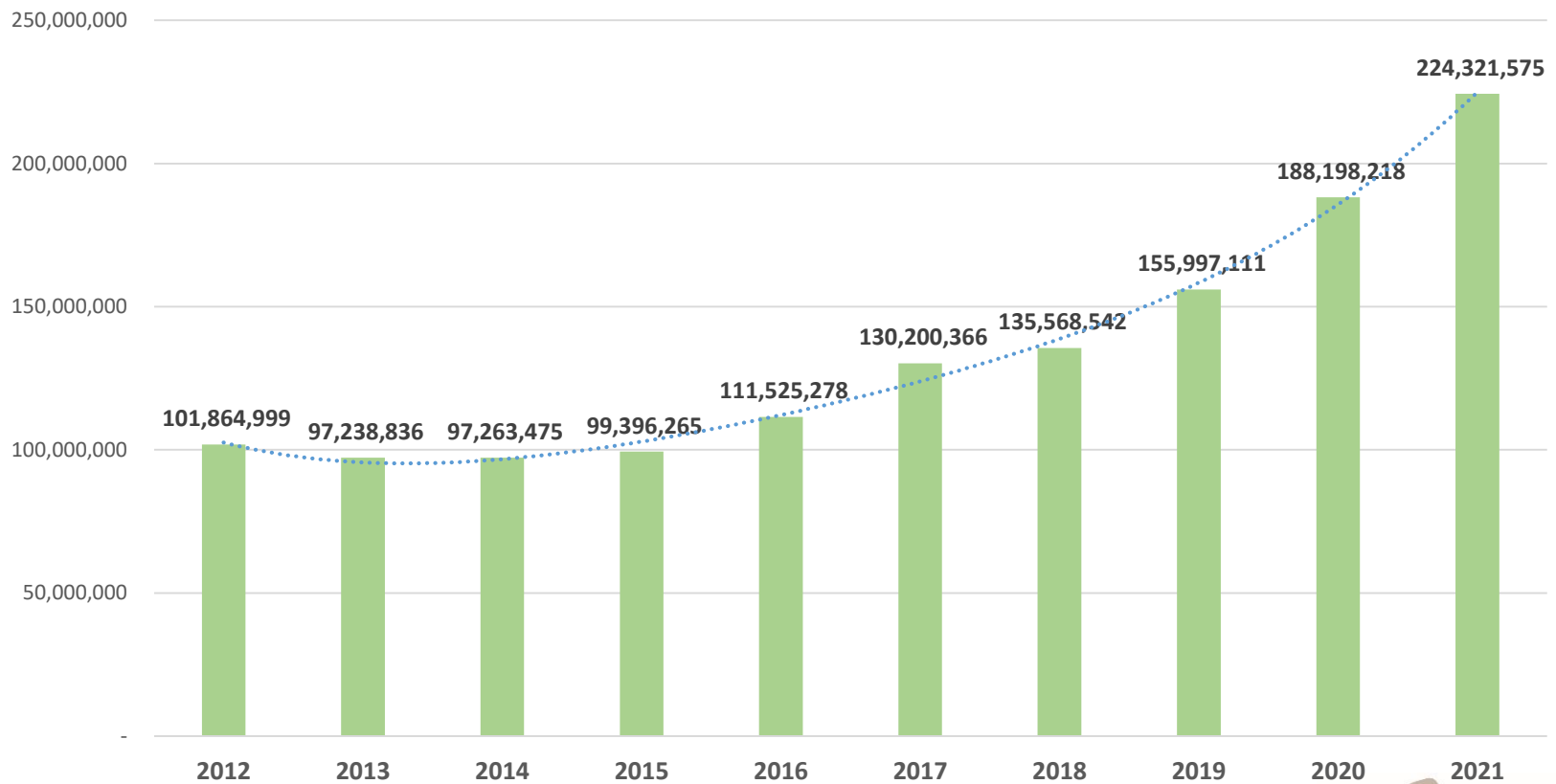
# Finance

## Total Cash Per Balance Sheet



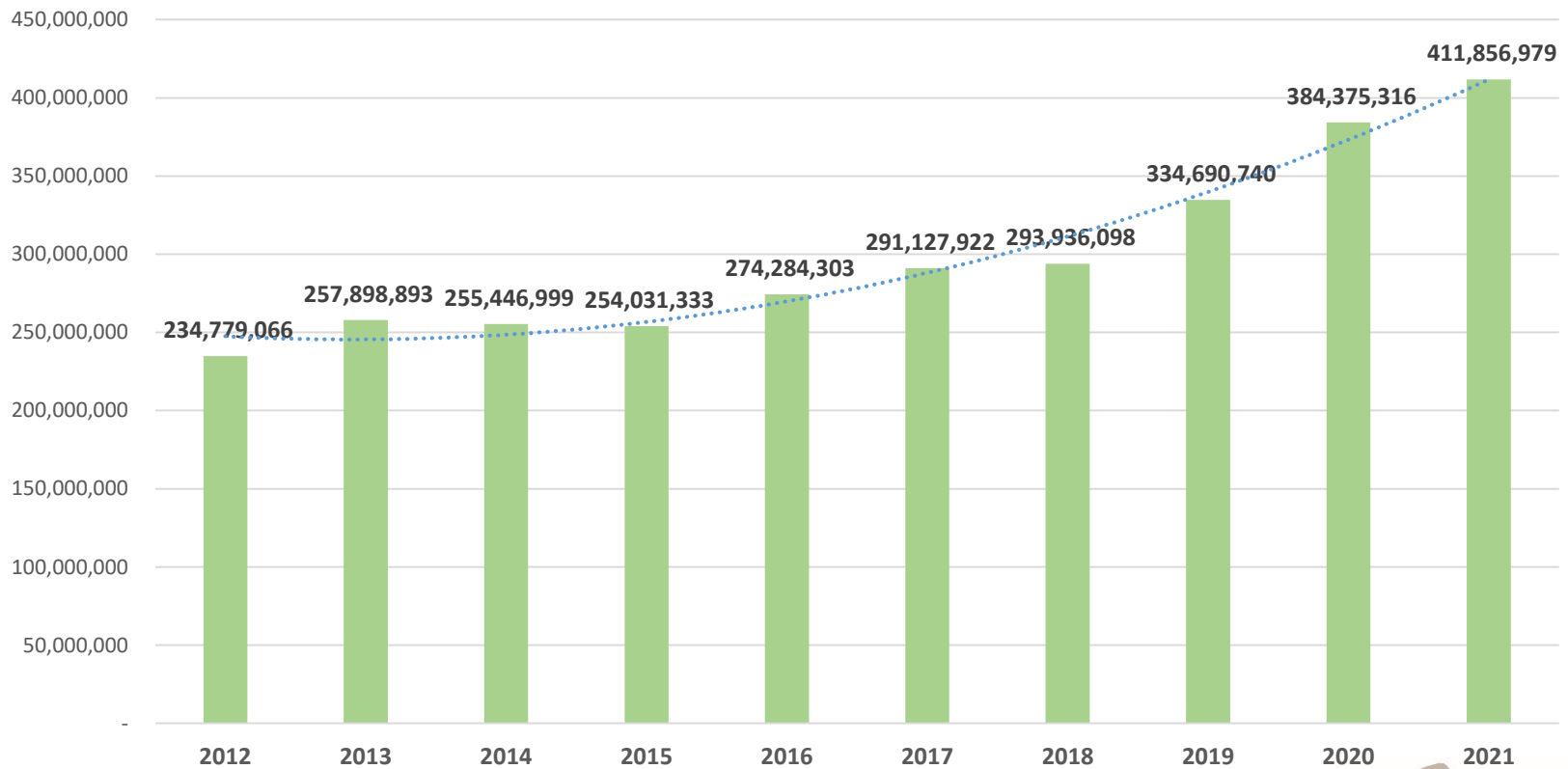
# Finance

Net Position Per Balance Sheet



# Finance

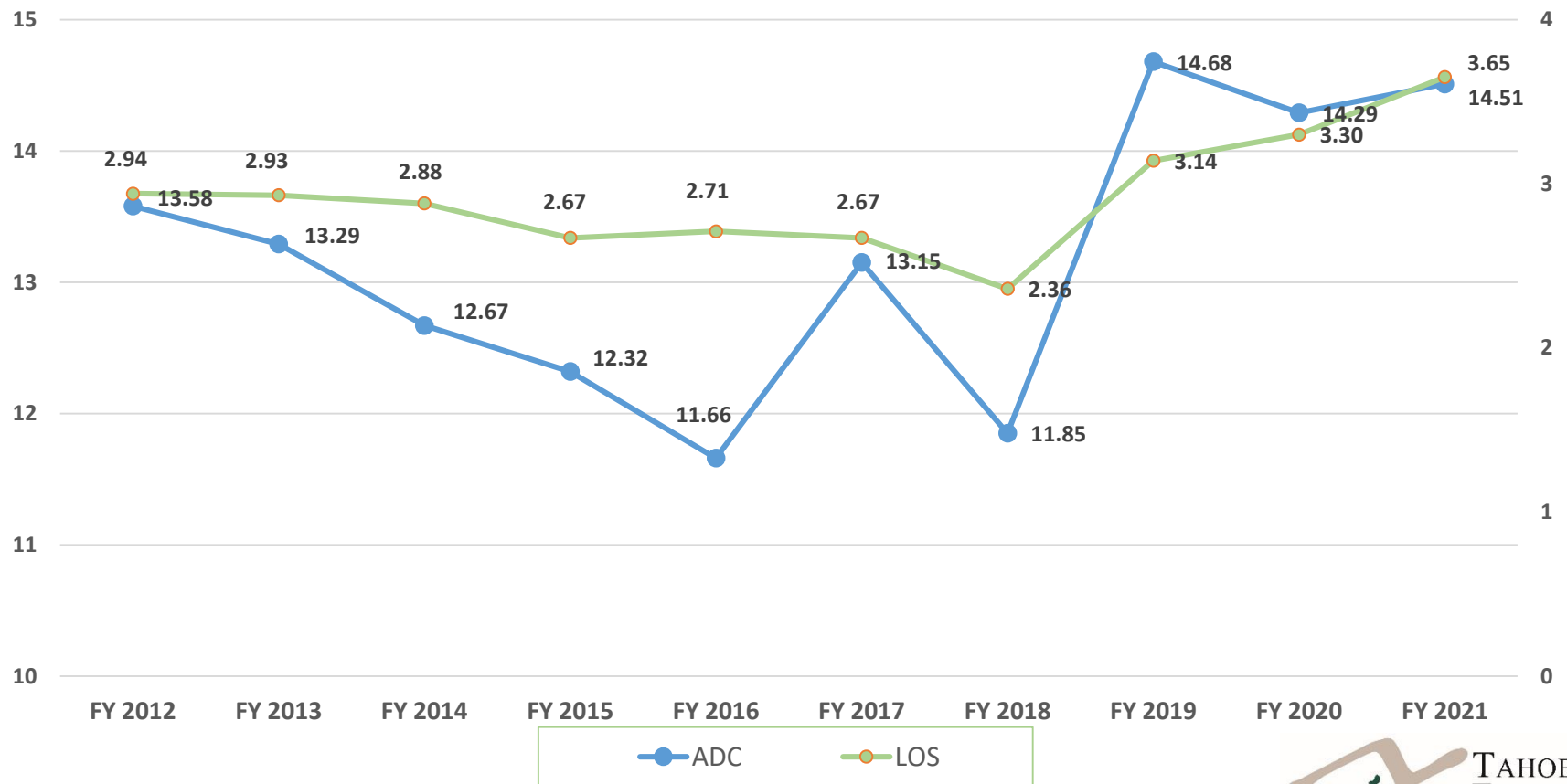
## Total Assets Per Balance Sheet





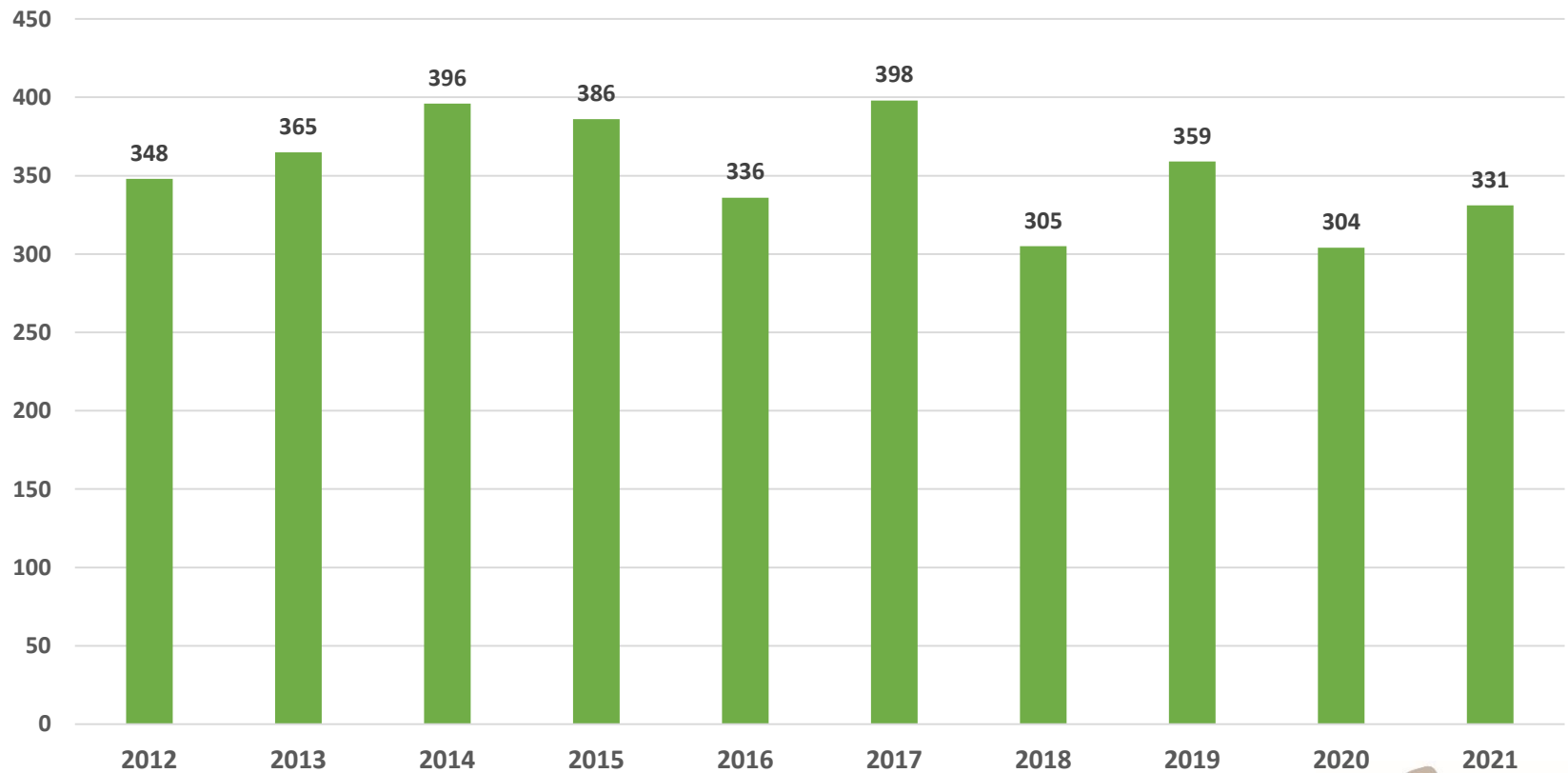
# Finance

## Average Daily Census and Length of Stay - Acute Patients



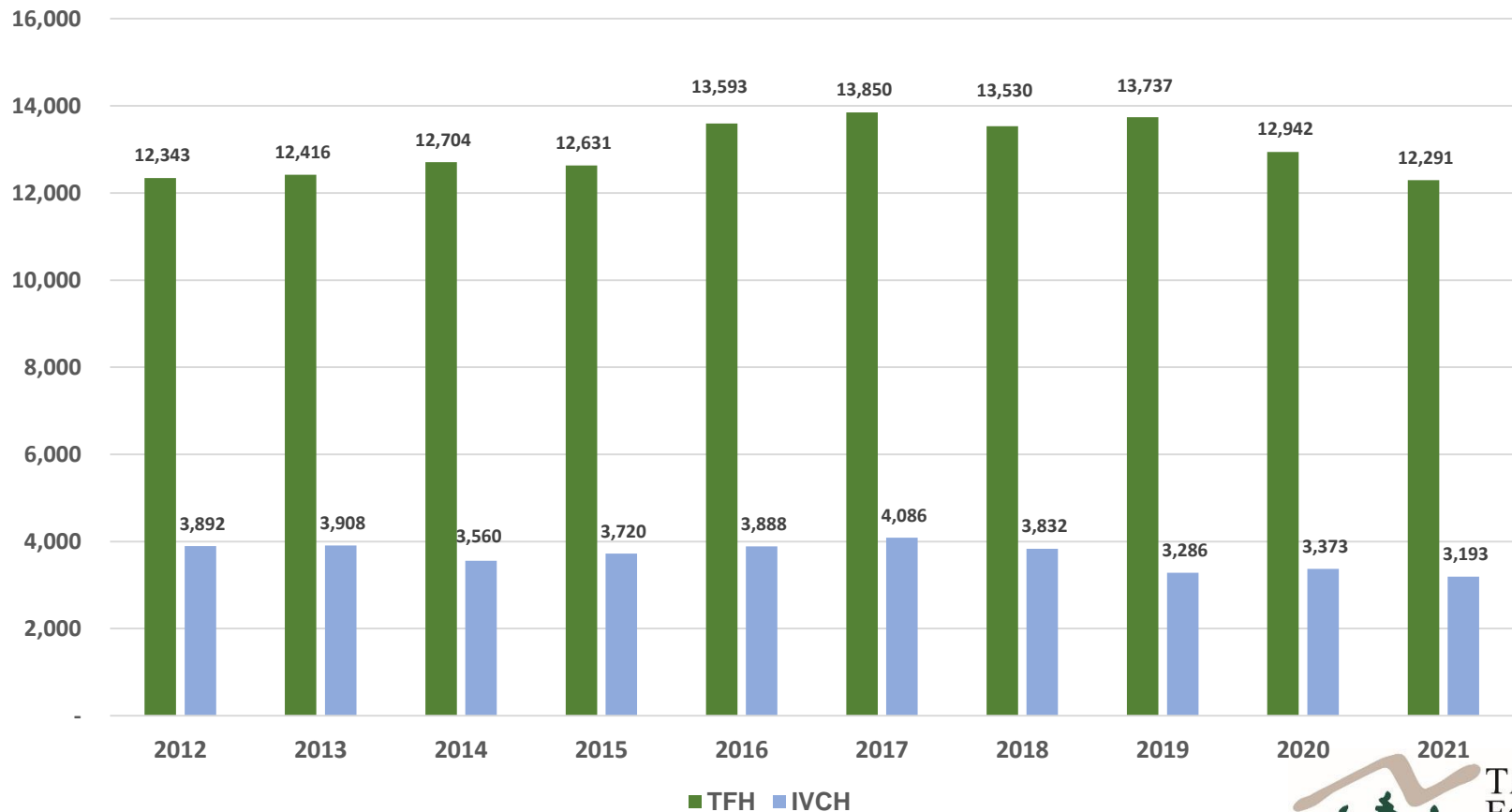
# Finance

Deliveries Per Annum



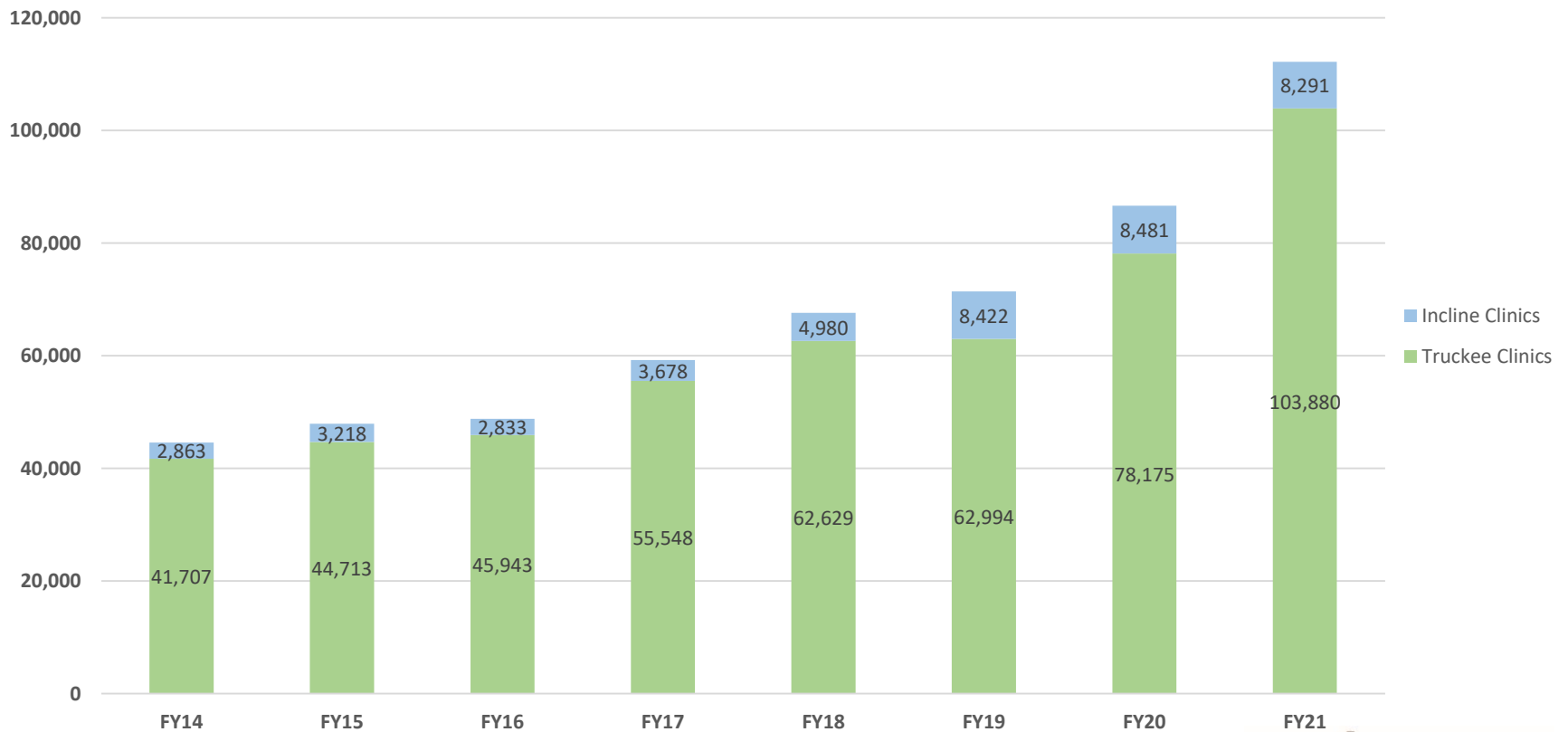
# Finance

## Emergency Department Visits Per Annum



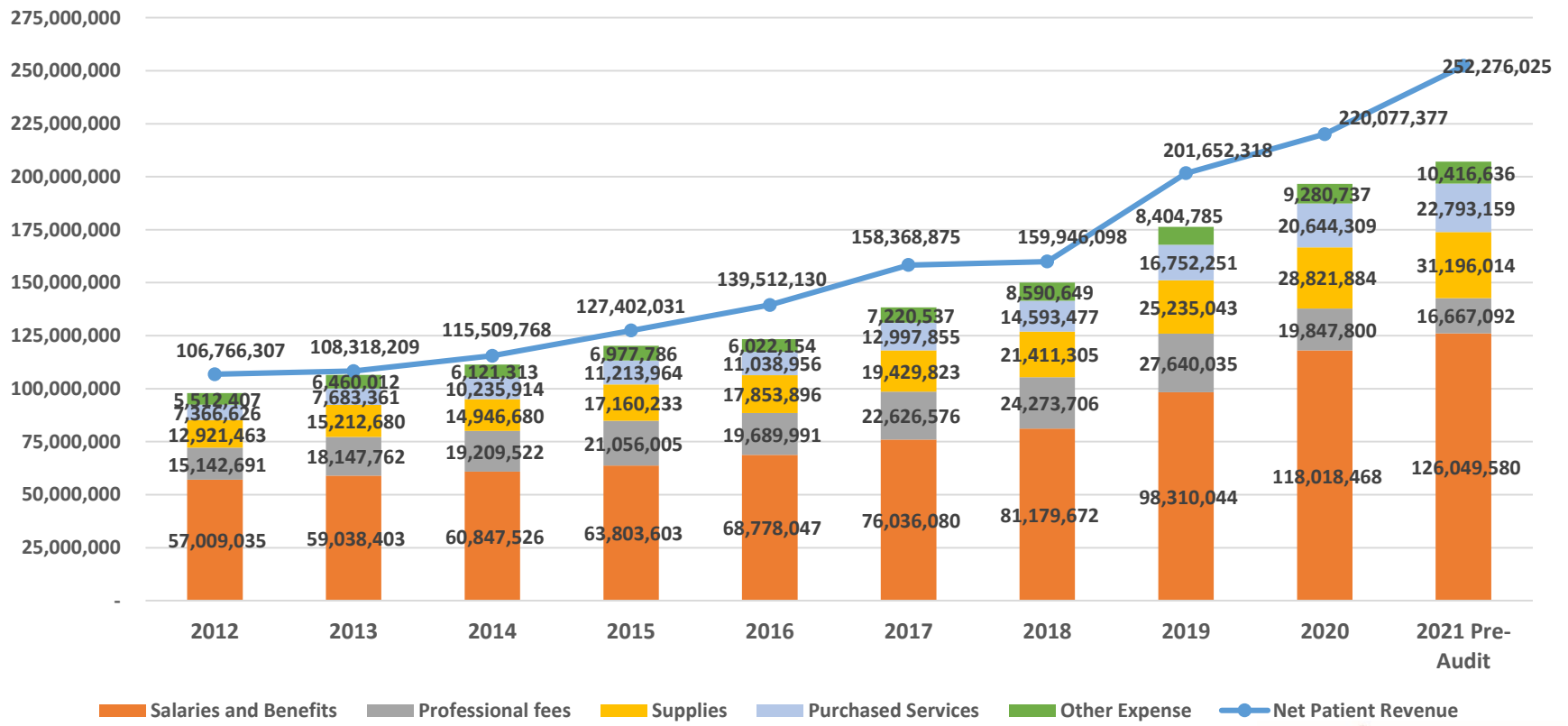
# Finance

## Provider Office Visits

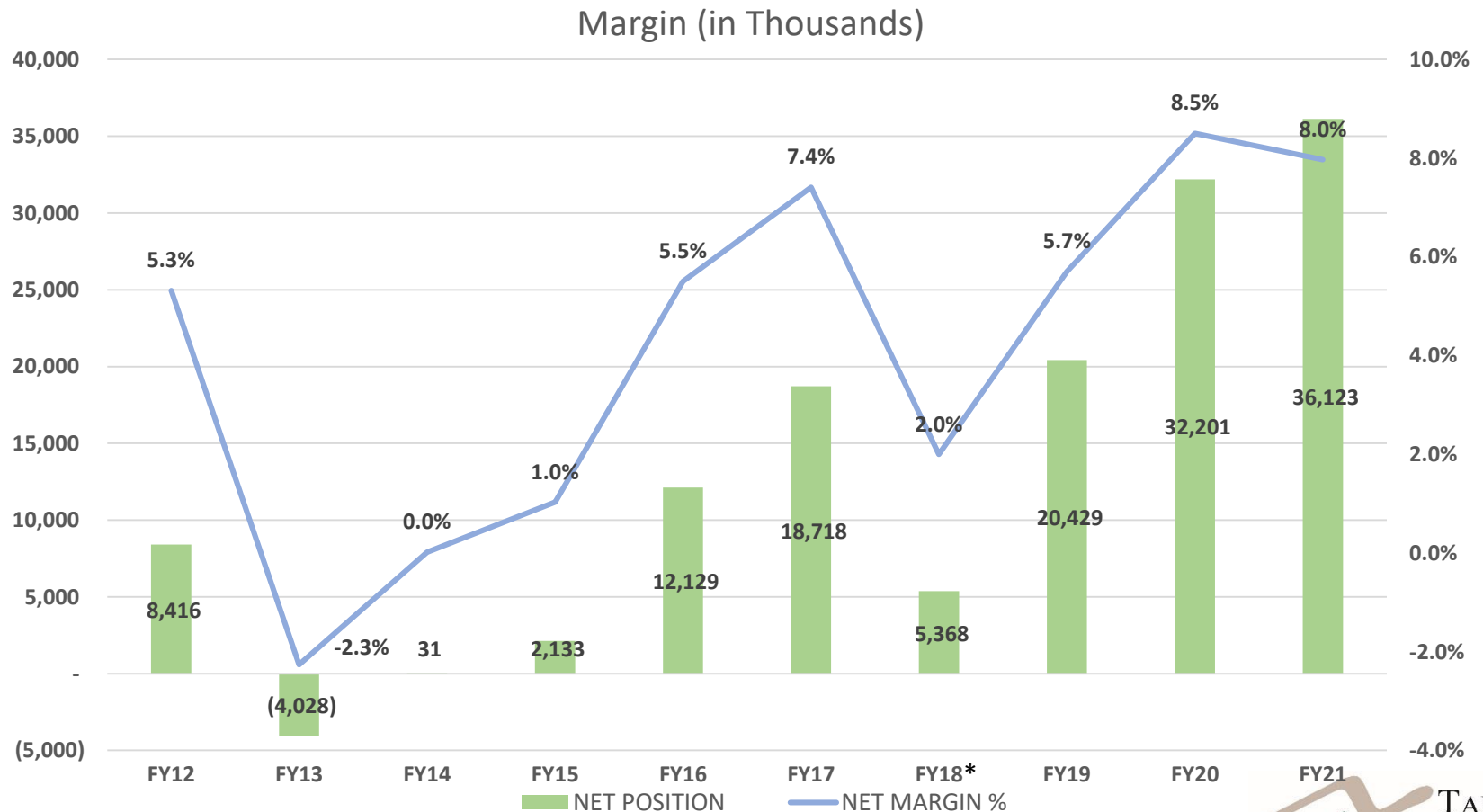


# Finance

## Hospital Revenue vs Expense Trend



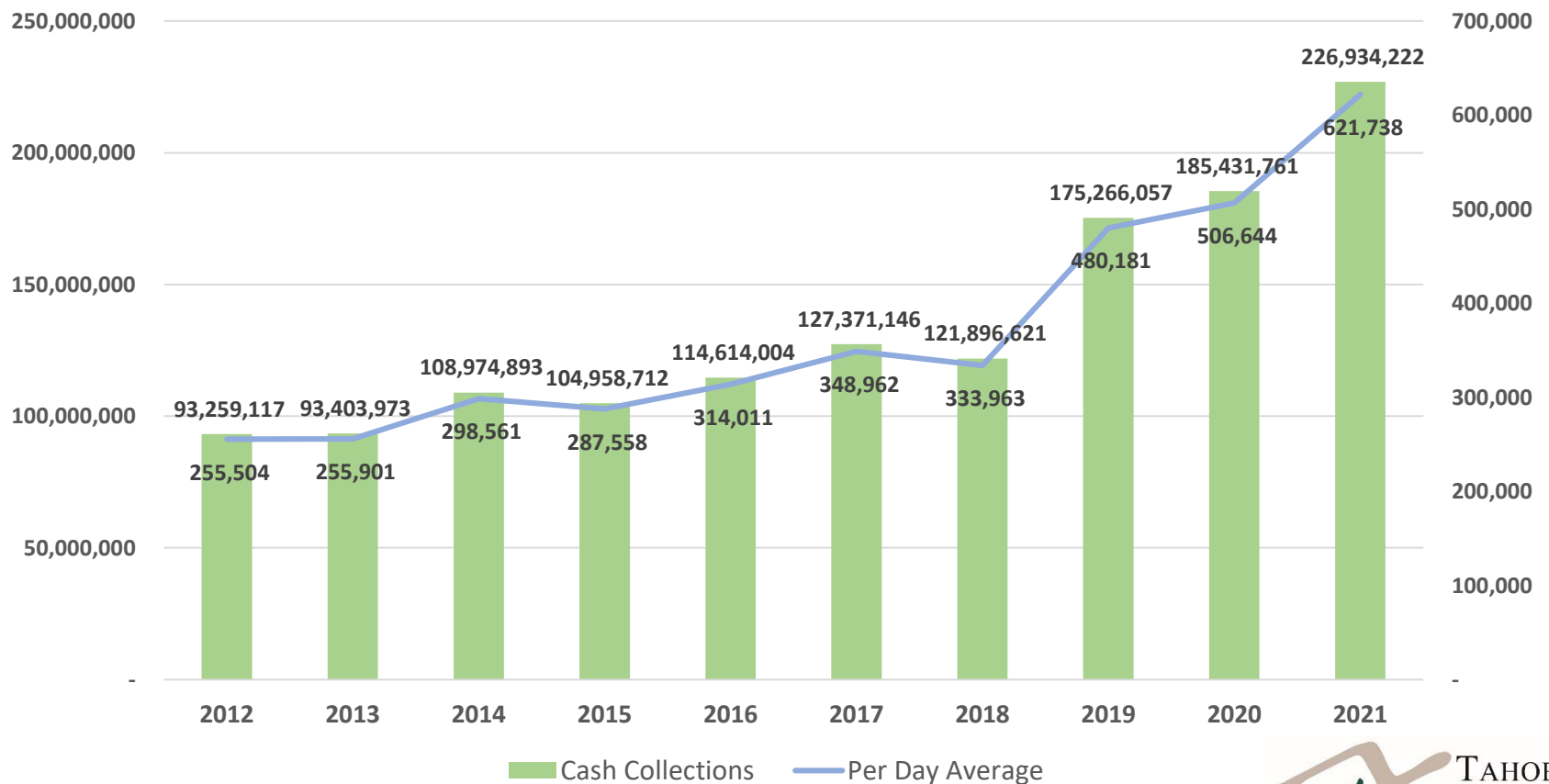
# Finance



\*EPIC Implementation

# Finance

## Cash Collections Per Annum with Average Collections Per Day



# Finance - Technology

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- Continued prioritization of revenue cycle enhancements as identified in strategic planning:
  - Onboarded new Ability Clearing house streamlining revenue cycle charge capture
  - Launched Cost accounting system for all Epic Hospital Billing departments
  - Transitioned billing of recurring patient accounts to 30day HAR providing clear continuity and transparency of charges
  - Developed automation for cash receipts from banking institutions reconciling with financial records and patient account balances.
  - Built and deployed hierarchal coding conditions streamlining clean-claim submission to payors.
- Ongoing optimization of Epic electronic medical record (EMR) to expand and enhance Health System clinic growth:
  - Created outpatient Ultrasound department in Incline village
  - Enabled 340b drug purchasing program documentation
  - Developed new testing and orders expanding TFHD's best practices for patient care.



# Technology

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- Ongoing optimization of Epic electronic medical record (EMR) to expand and enhance Health System clinic growth (continued):
  - Built EMR clinic for Primary Care Rural Health Clinic (RHC).
  - Built EMR for Incline Village Health Center RHC.
  - Delivered two system wide Epic upgrades in FY21.
  - Integrated devices in the Emergency Department to support Trauma III certification adding speed and safety to emergency care delivery.
  - Enhanced the Patient Portal (MyChart) to deliver diagnostic results allowing greater ownership/transparency of the medical record to patients in accordance with 21<sup>st</sup> Century Cures Act regulations.
  - Built and deployed informatic workflows and processes enabling efficiencies in patient clearance for elective surgeries.
  - Opened several outpatient clinics to serve our community during the Pandemic outbreak (respiratory health, vaccine administration, outpatient lab draw)
  - Enabled integration of BioFire Torch analyzers for rapid diagnostic testing.
  - Developed enhanced functionality for providers agility in clinical documentation in the oncology space.

# Technology

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- Ongoing optimization of Epic electronic medical record (EMR) to expand and enhance Health System clinic growth (continued):
  - Built and deployed Electronic Prescription of Controlled Substances technology to the medical staff.
  - Built Ophthalmology department tools supporting roll-out of operations.
  - Credentialed additional Beacon (oncology) and ClinDoc (inpatient) support staff.
- Focused on infrastructure and disaster recovery.
  - Increased hardware footprint and streamlined process to allow for growing backup capabilities.
  - Improved downtime and maintenance process. Implemented cadence and communications to reduce negative impact to hospital operations.

# Technology

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- Reevaluated the new normal for the TFHS cyber-security architecture.
  - Adapted security playbook to reflect the long lasting changes of how we operate while maintaining system usability and stability.
  - Intensified focus on the need for operational efficiency during a time where the pandemic deflected attention from technical security.
  - Implemented a repeatable “Employee Focused” remote workforce solution that meets the needs of security beyond our perimeter.
  - Established a formal Security Operations Team (SECOPS) consisting of TFHD staff & external industry leaders.
  - Organized an incident management approach to address and manage security breaches and cyber attacks.
  - Increased our adoption of hybrid cloud and multi-cloud strategies in order to diversify our software footprint.
  - Defined role of “Security Architect” at TFHD in order to facilitate and maintain leadership and communication across the District going forward.
  - Defined phishing and ransomware as ubiquitous and continue to work with district staff and vendors to maintain vigilance while working closely with IT.

# Technology

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- Modernized technical footprint, capabilities and processes – Reduce Risk
  - Worked with Fortified Healthcare Security team to improve scanning capabilities of our environment resulting in a drastic increase of server patches and updates while reducing threat potential.
  - Configured new Service-Desk tool in order to better track performance and quality metrics across IT. Go live is slated for first quarter 2022.
  - Established network penetration testing, with external partner, to regularly test the security of our network and pinpoint areas in need of greater focus.
  - Audited vendor and internal remote privileged accounts and purged 622 unneeded users.
  - Implementing granular, role-based access to specific systems with define parameters, reducing inappropriate privileged access.
  - Increased formal communications with all functional areas to better understand needs and grow our collaborative environment.
  - Approximately 4,320 malware and drive-by requests and 7,644 phishing attempts (monthly average). Zero successful penetration or known data breaches.

# Technology

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- Improved patient satisfaction/safety while driving end user satisfaction with the addition of new programs and upgrades.
  - COVID kiosks deployed across district. Checks temperature, ensures masks are present and allows visitor/patient to fill out basic question prior to facility access.
  - Electronic signature pads configured and deployed allowing for increased automation.
  - Multiple facility, office and desk moves in support of COVID-19 response. High touch high labor activity completed without impacting established functions.
  - Centralized reporting team (Business Intelligence) to create a process driven reporting structure that will maintain and deliver data more efficiently and consistently.
  - Extended Zoom capabilities to ensure continued operations within the District and in support of telehealth efforts.



# Legal

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- TFHD continued to keep all legal services and compliance efforts efficient and centralized.
- Contractual services include drafting, updating, evaluating and managing over 1000 contracts thus improving accuracy and cost-reduction.
- Legal advice and services are provided quickly to all areas of the hospital system on matters related to transactions, healthcare regulations, governance, employment, property, corporations, business acquisitions, medical malpractice and other civil litigation and prevention.
- Legal works very closely and integrally with Risk, Regulatory, Compliance, Operations, Finance, Nursing and Outpatient departments.

# GROWTH



# Growth

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- TFHS saw continued growth of its physician service lines and offered the following specialties:

## TFH Campus

- Behavioral Health/Mental Health
- Cardiology
- Endocrinology
- Ear, Nose & Throat/Audiology
- Facial Plastics
- Family Medicine
- Gastroenterology
- General Surgery
- Hospitalist
- Internal Medicine
- Neurology
- Obstetrics & Gynecology
- Occupational Health
- Oncology
- Orthopedics & Sports Medicine
- Palliative Care
- Pediatric
- Pulmonology
- Radiation Oncology
- Urology

## IVCH Campus

- Incline Health Center
  - Cardiology
  - Family Medicine
  - Ear, Nose & Throat
  - Ophthalmology
  - Orthopedics
  - Pediatrics



# Growth

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- TFHS saw continued growth of its physician service lines (encounters):

• ENT	10%
• Audiology	10%
• Neurology	75%
• Endocrinology	139%
• Urology	16%
• OB/GYN	10%
• Gastroenterology	55%
• General Surgery	18%
• Sports Medicine	17%
• Orthopedic	13%
• Occupational Medicine	85%
• Behavioral Health	302%
• Oncology	12%
• Palliative	61%
<b>Total Growth*</b>	<b>33.2%</b>

# Growth

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- TFHS successfully recruited the following permanent providers to increase services to its communities:
  - Family Medicine
    - 1 physician
    - 2 nurse practitioners
  - Neurology
    - 1 physician
  - OB/GYN
    - 1 physician
  - Orthopedics
    - 1 physician associate
  - Ophthalmology
    - 1 physician

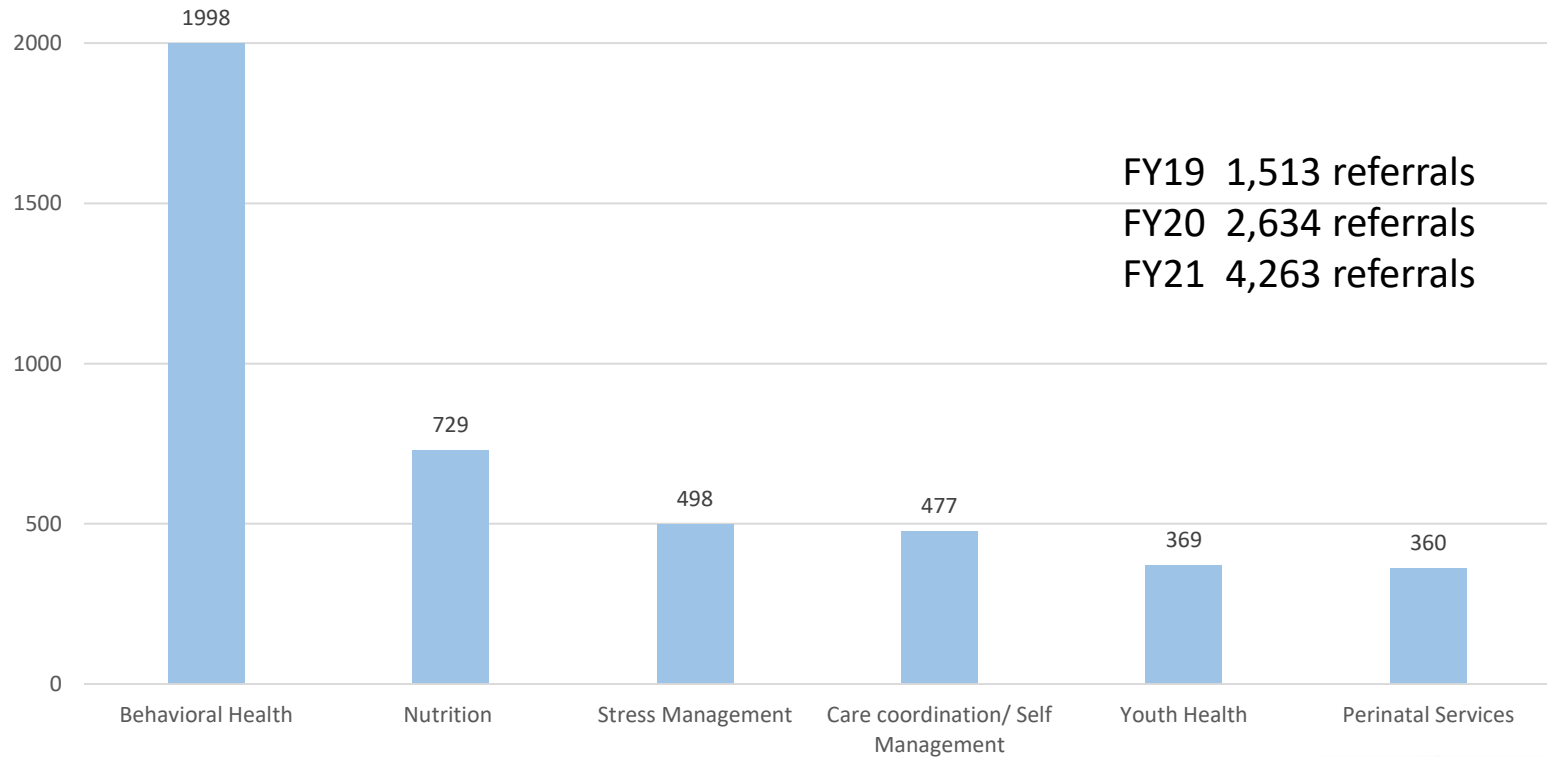
# Growth

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- Incline Health Center formally achieved its Rural Health Clinic (RHC) status.
- Ophthalmology Service Line started in June 2021.
- Provider office visits
  - 2019 – 67,609
  - 2020 – 81,682
  - 2021 – 112,171
- Orthopedic Physician Assistant program
  - 13% increase in total clinic encounters
  - 19% increase in total surgical cases
  - 3 surgeons
- COVID clinic
  - 3,416 encounters
- Behavioral Health
  - 2,679 encounters (549 in 2020)

# Growth

## Customer Care Navigation Referrals

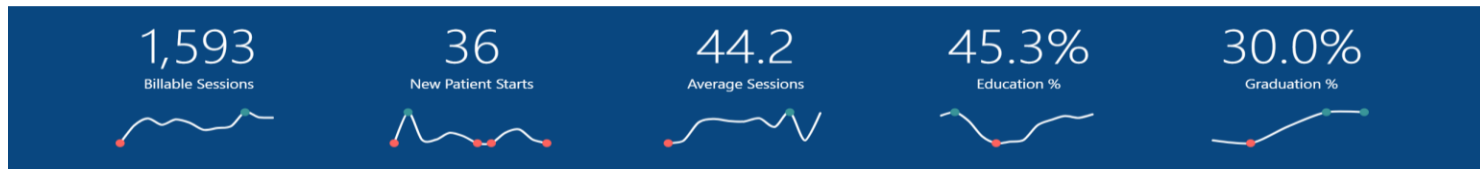


FY19 1,513 referrals  
FY20 2,634 referrals  
FY21 4,263 referrals

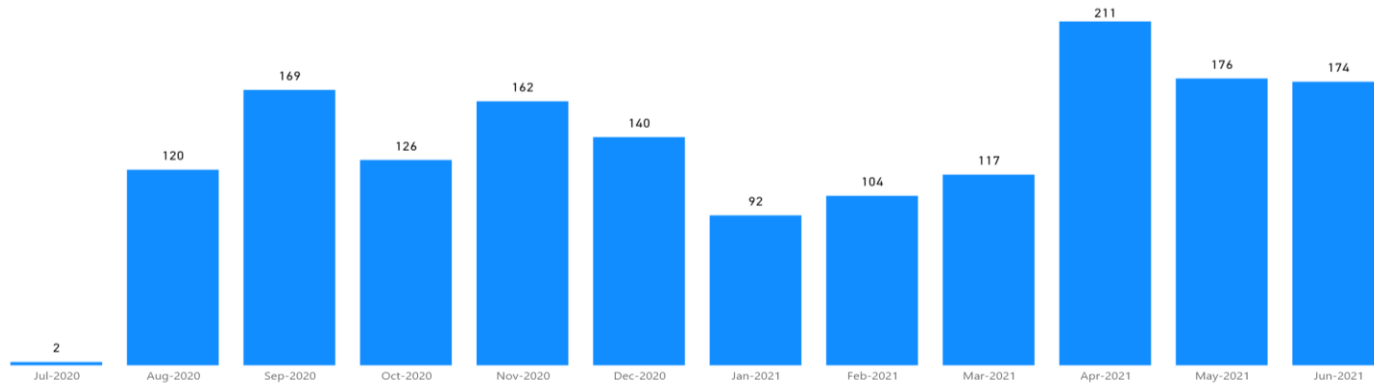
# Growth

- Intensive Cardiac Rehab (ICR) Services

- Total visits FY21 = 1,593-ICR closed 7/1/20 - 8/1/20 (COVID restrictions)
- Total visits FY20 = 1,879 –ICR closed 3/15/20 - 6/30/20
- Total visits FY19 = 642 launched program in February 2019



Billable Sessions



# Growth

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- Tahoe Forest Health System Foundation (TFHSF) had a successful year raising \$881,276. TFHSF focused on raising funds for lifesaving equipment, including a rapid blood infuser to support the Labor and Delivery Department. The Foundation also purchased infusions chairs and privacy screens to support patient care at the Gene Upshaw Memorial Tahoe Forest Cancer Center. TFHS received two grants to support Behavioral Health Services, one from Health Resources and Services Administration (HRSA) totaling \$600,000 over three years and the ACES Aware planning grant totaling \$299,300.
- Incline Village Community Hospital Foundation (IVCHF) had a successful year raising \$1,018,308. IVCHF's primary fundraising has been focused on expanding surgical services, enhancing sterile processing and providing behavioral health services.
- TFHSF and IVCHF *Team Member Giving* Campaign grew to 251 participants, up from 181 in FY20. Team members donated a total of \$46,870. The Team Member Working Group choose to purchase PAPRs (powered-air-purifying respirator) for front line staff.
- TFHSF and IVCHF revamped their Grateful Patient fundraising program. This program allows patients to give a gift to honor a caregiver in a much more formal way. In FY21 over \$115,000 of philanthropic funds have been raised to support both hospitals.
  - TFHSF Grateful Patient FY21 Overall – 223 gifts for \$32,365
  - IVCHF Grateful Patient FY21 Overall – 47 gifts for \$85,360

# Growth

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- Expanded use of iSTAT rapid lab testing point of care blood gas instrument to support Trauma patients.
- TFH provided first drive by flu vaccines for community members.
- Reengaged in Master Plan development.
  - Master Plan community outreach was conducted through zoom presentations and TFH campus tours.
  - Environmental Impact Report kickoff and completion.
  - Implemented Design-Build Procurement Model.
  - Construction began on the second floor of the Medical Office Building. This project will expand office space for Primary Care and Behavioral Health services.
- Outpatient Ultrasound services began in IVCH three days a week. This service allows patients to stay in their community for this testing.

# Growth

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- Laboratory expanded testing services to IVCH and TFH with the purchase of BioFire Diagnostic equipment. BioFire Diagnostic has a 21 respiratory panel and COVID-19 test with a turnaround time of 1.5 hours for results.
- Successful implementation of COVID physical barriers, infrastructure upgrades and plant operation to mitigate potential COVID impacts.



# Growth - Governance

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- TFHS was active during the legislative session penning letters of support or opposition on the following:
  - Disaster Preparedness Modernization – TFHS supported and participated in the coalition effort spearheaded by CHA to a.) modernize regional hospital post-disaster preparedness, and b.) eliminate outdated seismic laws.
    - Negotiations to include new language in the budget process stalled. It will be taken up next year.
  - Telehealth – TFHS strongly supported AB 32 Aquiar-Curry to make permanent telehealth flexibilities put in place during the COVID19 pandemic including fair reimbursement
    - Passed Assembly, held in Senate Health Committee.
  - Skilled Nursing Facilities – TFHS strongly opposed to AB 849 Reyes. This bill establishes a \$500 fine per violation instead of per case, per day with no cap on attorney's fees.
    - Currently negotiating amendments.
  - Office of Health Care and Affordability – TFHS opposed AB 1130 Wood. This bill seeks to create the Office of Health Care and Affordability and would oversee/regulate health care pricing.
    - Paused by author. May re-emerge next year.
  - Legislative visits in Washington DC and Sacramento were cancelled due to COVID-19.
  - Mandatory Bonus Pay – TFHS opposed AB 650 Muratsuchi. TFHS actively participated in hearings and written protest to defeat an overreaching attempt to require mandatory bonus pay structure on the backs of California healthcare providers. The estimated impact to California health systems was at least \$6 Billion.
    - Died in committee.

# Growth - Governance

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- TFHS continued outreach with senior leadership at other local healthcare districts and nonprofits. Successfully formed an LLC consisting of 4 hospital members for beneficial business purposes.
- The Truckee Tahoe Workforce Housing Joint Powers Agency now conducts public board meetings and is in active pursuit of securing housing opportunities. The Town of Truckee, Placer and Nevada Counties have formally requested consideration for membership in TTWHA. The board accepted and the membership will expand to 7 greatly enhancing capabilities to secure workforce housing.
- TFHS leaders actively participated on various boards and organizations such as: Association of California Healthcare Districts, Nevada Rural Hospital Partners, District Hospital Leadership Forum, California Critical Access Hospital Network, Anthem Hospital Relations Committee, Community Collaborative of Tahoe Truckee, Mountain Housing Council, Truckee Donner Land Trust, Truckee Chamber of Commerce and Town of Truckee General Plan Update, including a sub-committee on Climate Vulnerability.

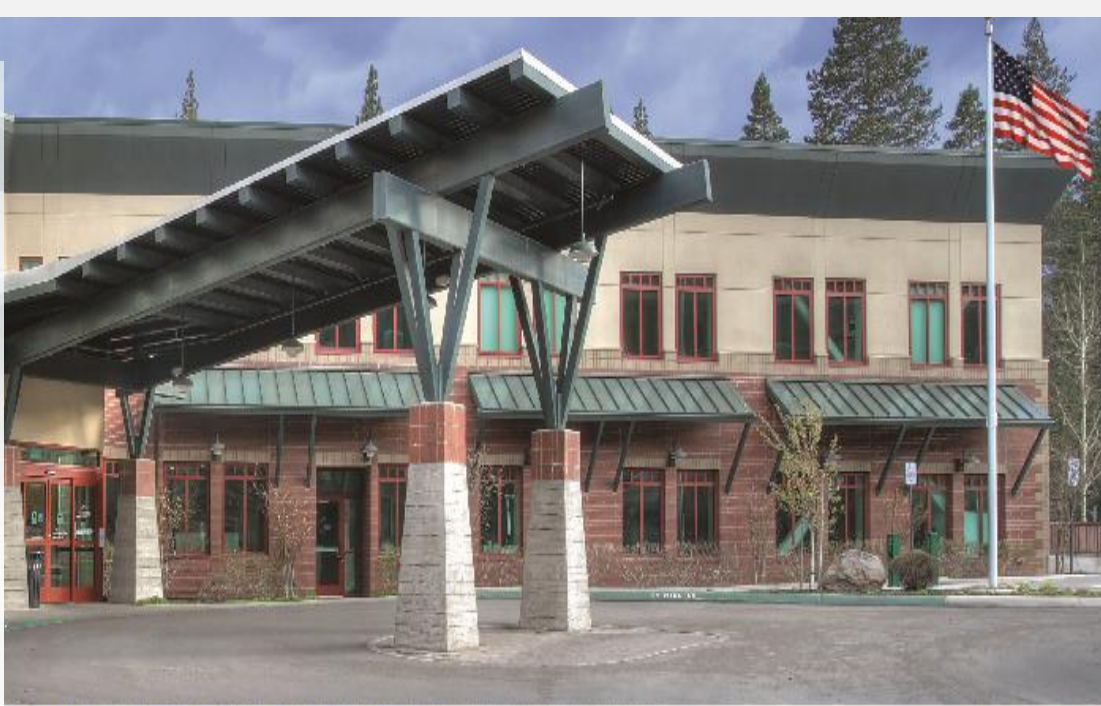


# COVID-19 RESPONSE

# COVID-19 Response

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- Implemented Abbott ID Now testing in Truckee: 7/2020
- Implemented use of BioFire TFH and IVCH: 9/2020
- Indoor Pediatric Respiratory Illness Clinic (RIC): 10/2020
- Expanded to 3 TFH Adult drive-in bays: 10/2020
- Outpatient lab services relocated to MOB: 10/2020
- Monoclonal antigen therapy began: 11/2020
- Established Adult RIC in Tahoe City: 12/2020
- Employee COVID vaccine program TFH & IVCH: 12/2020
- Community Vaccine program at Sierra College: 1/2021
- Community Vaccine program at IVCH: 1/2021
- New PCR sensitive COVID testing: 1/2021
- Moved vaccine clinic to Gateway: 5/2021



Questions?

