



SPECIAL MEETING OF THE BOARD OF DIRECTORS OF TAHOE FOREST HOSPITAL DISTRICT

RETREAT MINUTES

Monday, April 22, 2019 at 9:00 a.m. – 4:00 p.m.
Tuesday, April 23, 2019 at 9:00 a.m. – 12:00 p.m.
Village at Northstar California Resort – Martis Room
5001 Northstar Drive, Truckee, CA 96161

Day 1 – Monday, April 22, 2019

1. CALL TO ORDER

Meeting was called to order at 9:00 a.m.

2. ROLL CALL

Board: Alyce Wong, Board Chair; Mary Brown, Vice President; Dale Chamblin, Treasurer; Chuck Zipkin, M.D., Secretary; Randy Hill, Board Member

Staff in attendance: Harry Weis, Chief Executive Officer; Ted Owens, Executive Director of Governance; Martina Rochefort, Clerk of the Board

Other: Karma Bass and Erica Osborne of VIA Healthcare Consulting

3. INPUT – AUDIENCE

No public comment was received.

4. RETREAT ITEMS FOR BOARD DISCUSSION

No formal action will be taken by the Board of Directors; only direction to staff. Any action items will be agendized for a Regular Meeting of the Board of Directors.

4.1. Welcome and Opening Comments by Board Chair [9:00 a.m. – 9:15 a.m.]

Board Chair and CEO welcomed to those in attendance.

4.2. Retreat Objectives, Agenda and Agreements [9:15 a.m. – 9:45 a.m.]

Retreat facilitators reviewed the overall goals and agenda for the Board of Directors' retreat.

Board members each shared what they would like to get out of the retreat.

Executive Director of Governance reviewed Order and Decorum with the Board.

Discussion was held about giving direction to staff. It is best practice to copy the CEO and Board Chair on emails to staff.

Board would like to change "staff" to "CEO" under F1 and add "CEO and Board Chair" under item I No surprises.

4.3. Strategic Plan: View 2021 Discussion [9:45 a.m. – 10:45 a.m.]

Each board member shared their individual thoughts on the View 2021 statement.

Facilitators recommended the board read “Dual Transformation” by Clayton Christensen.

Zipkin felt community health and preventative medicine need to be main focus.

The Board agreed on the length and brevity of the View 2021 statement.

The Board agreed to leave View 2021 as is and to add the following statements as an addendum to current strategic plan:

1. Tahoe Forest Hospital will remain a differentiated provider of needed specialties and centers of medical excellence.
2. Tahoe Forest Hospital District will be a trusted regional community leader.
3. Tahoe Forest Hospital will develop and grow responsibly as needed to provide essential services to the community.
4. Tahoe Forest Hospital District will create and maintain alliances with other regional health care providers to promote improved patient care in the entire region.
5. Tahoe Forest Hospital will maintain a culture of Best Practices, the quadruple aim of quality, access, low cost and employee joy in the workplace and advanced 21st century health care in staff, providers and facilities.
6. Tahoe Forest Hospital District will operate in a financially responsible way, remaining competitive while staying financially strong.
7. Tahoe Forest Hospital District will remain focused on community health and preventative care.

Meeting recessed at 10:52 a.m.

Meeting reconvened at 11:04 a.m.

Crystal Betts, Chief Financial Officer; Karen Baffone, Chief Nursing Officer; Jake Dorst, Chief Information Innovation Officer; Alex MacLennan, Chief Human Resources Officer; Scott Baker, Vice President of Provider Services; Matt Mushet, In-house Counsel; and Dylan Crosby, Director of Facilities joined the meeting at 11:04 a.m.

4.4. Strategic Plan Update [11:00 a.m. – 12:00 p.m.]

The Board of Directors received an update on the 2019-2021 Strategic Plan.

COO and Director of Facilities reviewed the master plan.

Discussion was held on the ancillary operations of the Truckee Surgery Center and Thrift Store.

CHRO reviewed Human Resources efforts on the engagement survey, Likemoji, intranet rollout, and Values Advocacy Committee.

Discussion was held on Medical Staff employment.

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Human Resources will add a full time recruiter. Ann Mazzini will step into full time volunteer coordinator position.

Meeting recessed at 12:05 p.m.

Meeting reconvened at 12:30 p.m.

4.5. Continuation of Strategic Plan Update [12:45 p.m. – 1:45 p.m.]

The Board of Directors continued their review of the 2019-2021 Strategic Plan update.

CNO stated the biggest obstacle for behavioral health is funding. HRSA grant going out tonight that could provide \$600,000 in funding. A Behavioral Health Intensivist will be hired. The Health System is looking to hire a Pediatric Psychiatrist in the pediatric clinic. Resource availability (i.e. transportation) is a challenge. Telepsych services will be available in the ER on June 1.

CIIO reviewed information technology components of the strategic plan. IT finished the physical portion of the security upgrade and will now move onto step two which is the software side. Single sign on is almost complete. The first project for the new budget cycle will be to roll out electronic prescribing of all controlled substances medications. Electronic prescription of controlled substances requires two-factor authentication.

CMO reviewed quality efforts on High Reliability training, an 83% completion of the SCORE survey, and BETA HEART program.

CMO reviewed peer review process, OPPE outpatient, and core measures.

CFO reviewed rollout of Kaufman Hall's Axiom Management Reporting and Forecasting System. Next, Finance will roll out the cost accounting system and decision support.

Director Hill commented the customer service program should be a standalone item on the strategic plan.

Executive Director of Governance reviewed governance and community efforts include meetings with other healthcare systems and JPA collaborations.

VP of Provider Services reviewed the increased clinic services with 7-day/week clinics in Truckee and Incline Village.

CNO reviewed Tahoe Forest Hospital's Level III Trauma designation efforts. The Emergency Department will start collecting data for the registry on September 1, 2019 for 12 months. TFH can then receive its Level III Trauma designation.

Director Zipkin asked if the designation will change the acuity TFH sees. This will change protocols but we will still see traumas from ski accidents, car accidents, etc. TFH will focus on stabilizing and shipping the patient. This is a standardization of how patients are addressed.

Director Chamblin commented he was happy to see a follow up on the Strategic Plan.

Meeting recessed at 1:45 p.m.

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Meeting reconvened at 2:05 p.m.

4.6. Board Self-Evaluation Discussion [2:00 p.m. – 4:00 p.m.]

The Board of Directors reviewed the results of their self-evaluation.

The board has made a ton of progress. Facilitators reviewed the board's accomplishments and opportunities.

Discussion was held about board interaction with senior leadership and during board meeting presentations.

Discussion was held about revising board agenda. Facilitators suggested adding a meeting evaluation discussion item at the end. Board Chair was tasked with redesigning the agenda.

Discussion was held about developing a formal education plan. Facilitators presented a draft education calendar. The first suggested topic is market disruptors and their impact on the community. Ken Kaufman did an educational video for American Hospital Association on market disruptors.

The board requested educational presentations on the following:

- Artificial intelligence
- Pricing information for elective surgeries.
- Update on Rural Health Care Clinics
- Hiring of Physician Assistants and care delivery

5. ADJOURN

Meeting adjourned at 3:57 p.m.

Day 2 – Tuesday, April 23, 2019

6. CALL TO ORDER

Meeting was called to order at 9:00 a.m.

7. ROLL CALL

Board: Alyce Wong, Board Chair; Mary Brown, Vice President; Dale Chamblin, Treasurer; Chuck Zipkin, M.D., Secretary; Randy Hill, Board Member

Staff in attendance: Harry Weis, Chief Executive Officer; Ted Owens, Executive Director of Governance; Paige Thomason, Director of Marketing; Martina Rochefort, Clerk of the Board

Other: Karma Bass and Erica Osborne of VIA Healthcare Consulting

8. INPUT – AUDIENCE

No public comment was received.

9. RETREAT ITEMS FOR BOARD DISCUSSION

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9.1. Welcome and Review of Previous Day's Work [9:00 a.m. – 9:15 a.m.]

Retreat Facilitators welcomed participants and reviewed the work completed during the first day of the retreat.

Board members shared their individual thoughts on how the retreat was going.

9.2. Consumerism [9:15 a.m. – 10:15 a.m.]

Executive Director of Governance reviewed consumerism and how it applies to the health system.

Paige Thomason, Director of Marketing, reviewed a comparison of TFHD.com against other health system websites.

Meeting recessed at 10:51 a.m.

Meeting reconvened at 11:00 a.m.

9.3. Generative Governance Discussion [10:30 a.m. - 11:15 a.m.]

The Board of Directors reviewed generative governance concepts.

Generative thinking:

- frames questions
- addresses the biggest challenges
- is key to understanding and responding to paradigm shifts
- keeps focus, decision-making on the purpose, mission
- can be the most challenging, and most rewarding

9.4. Wrap up and Agree on Board Goals for 2019 [11:15 a.m. – 12:00 p.m.]

The Board of Directors worked on creating goals for 2019.

Possible Board Actions

- Restructure board meeting agendas
- Add 5-minute meeting evaluation discussion to each meeting agenda
- Consider joint board meeting with Barton board
- Create formal education plan
- Revamp onboarding process
- Consider reading and discussing “Dual Transformation”
- Send Ken Kaufman video from AHA on Market Disruptors
- Governance Committee to curate board meeting materials to make them more strategic and shorter
- Create board policy regarding framework for current strategic plan (Chuck’s list with additions)
- Review board policy on board orientation for possible update

10. ADJOURN

Meeting adjourned at 12:00 p.m.