



## **SPECIAL MEETING OF THE BOARD OF DIRECTORS RETREAT MINUTES**

Tuesday, February 15, 2022 at 9:00 a.m. – 2:30 p.m.  
Wednesday, February 16, 2022 at 9:30 a.m. – 5:00 p.m.

Cedar House Sport Hotel – Cervino Room  
10918 Brockway Road, Truckee, CA 96161

In compliance with California Department of Public Health’s guidelines, revised Cal OSHA Emergency Temporary Standards, and recommendations/warnings from Placer County Public Health to follow social distancing procedures, Tahoe Forest Hospital District will hold this Special Board of Directors Meeting through a hybrid of in-person attendance with the Board, invited staff, and limited members of the public in the Cervino Room, and through a telephonic conference line listed below. In-person attendees are required to wear masks regardless of vaccination status and will be required to show proof of full vaccination against COVID-19 (2 doses of Pfizer/Moderna or 1 of Johnson & Johnson) or a negative COVID-19 PCR test within 72 hours before the meeting begins. Tahoe Forest Hospital District will make reasonable accommodations as required by law. Those not wishing to comply with these requirements for in-person attendance, or where attendance exceeds capacity, are invited to attend via teleconference.

To maximize public safety while maintaining transparency and public access, members of the public may participate in one of the following ways:

**1. Via telephone conference line**

- (669) 900-6833, Meeting ID: 834 1149 8255
- Public comment will also be accepted by email to [mrochefort@tfhd.com](mailto:mrochefort@tfhd.com). Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

**2. In person at Cedar House Sport Hotel - Cervino Room**

- Pursuant to the public health officer’s order, there is limited seating available on a first-come, first-served basis for members of the public to attend the meeting in person.
- Physically distanced seats have been identified for use by the public. Members of the public should maintain at least six-foot social distancing from individuals who are not part of the same household or living unit.
- Each member of the public must also wear a face covering over the nose and mouth at all times during the course of the meeting, even while speaking at the podium.
- Each member of the public will be required to show proof of full vaccination against COVID-19 (2 doses of Pfizer/Moderna or 1 of Johnson & Johnson) or a negative COVID-19 PCR test within 72 hours before the meeting begins.

Oral public comments will be subject to the three minute time limitation. Written comments should be limited to approximately 350 words and will be distributed to the Board prior to the meeting but not read at the meeting.

**Day One – Tuesday, February 15, 2022 at 9:00 a.m.**

**1. CALL TO ORDER**

**Meeting called to order at 9:06 a.m.**

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**2. ROLL CALL**

Board: Alyce Wong, Board Chair; Mary Brown, Vice Chair; Michael McGarry, Secretary; Dale Chamblin, Treasurer; Robert (Bob) Barnett, Board Member

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

Other: Pam Knecht of ACCORD Limited

**3. INPUT – AUDIENCE**

No public comment was received.

**4. ITEMS FOR BOARD DISCUSSION**

**4.1. Welcome and Opening Comments**

Director Wong invited attendees to the retreat.

**4.2. 2021 Board Self-Assessment**

Pam Knecht, Retreat Facilitator, reviewed the 2021 Board Self-Assessment Results.

Discussion was held on the lowest scoring items. The Board of Directors would like to focus on a formal education plan. Harry Weis, President & CEO, noted administration will sign a contract with iProtean for virtual education sessions. They feature a number of relevant educational topics with well-known speakers.

Board Members requested a campus/property tour be added to enhance the board orientation process.

**Open Session recessed at 10:36 a.m.**

**Open Session reconvened at 10:37 a.m.**

Retreat Facilitator reviewed the Governance Committee's recommended priority board enhancement goals:

1. Establish an annual Board Education Plan that targets health care topics, trends and challenges as they relate to TFHS.
2. Clarify TFHS' community health needs, the Board's obligations in that area, and what TFHS is already doing to help meet the needs.
3. Align Committee work/goals and meeting dates with Board work/goals in 2022.
4. Define the role of the Board as it relates to strategy engagement and monitoring.
5. Seek clarification on lower ratings regarding individual board member engagement.

**4.3. Board Enhancement Goals**

Item was discussed as part of item 4.2.

**4.4. Order and Decorum**

Ted Owens, Executive Director of Governance, presented proposed edits for 2022 Order and Decorum. Discussion was held.

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Director Barnett will meet with Executive Director of Governance to further work on revisions.

**Open Session recessed at 12:24 p.m.**

**Open Session reconvened at 1:03 p.m.**

**4.5. Election Year Review**

Executive Director of Governance reviewed expectations for board conduct during the upcoming election year.

**4.6. Board Education Plan**

Board education was discussed as part of item 4.2.

**5. ITEMS FOR BOARD DISCUSSION**

**5.1. Future Challenges and Opportunities**

The Board of Directors discussed future challenges and opportunities for the District. Discussion was held. Burnout of staff and workforce as well as access to care were the most notable challenges.

The Board of Directors requested a copy of the physician needs analysis.

**Open Session recessed at 3:05 p.m.**

**Open Session reconvened at 3:15 p.m.**

**5.2. Legislation & Regulation Update**

No discussion was held.

**5.3. Wrap up and Next Steps**

The Board of Directors will discuss next steps and conclude its retreat.

**6. ADJOURN**

**Meeting adjourned at 4:27 p.m.**

**Day Two – Wednesday, February 16, 2022 at 9:30 a.m.**

**7. CALL TO ORDER**

**Meeting was called to order at 9:34 a.m.**

**8. ROLL CALL**

Board: Alyce Wong, Board Chair; Mary Brown, Vice Chair; Michael McGarry, Secretary; Dale Chamblin, Treasurer; Robert (Bob) Barnett, Board Member

Staff in attendance: Harry Weis, President & Chief Executive Officer; Judy Newland, Chief Operating Officer; Louis Ward, Incoming Chief Operating Officer; Crystal Betts, Chief Financial Officer; Jan Iida, Chief Nursing Officer; Alex MacLennan, Chief Human Resources Officer; Scott Baker, Vice President Physician Services; Matt Mushet, In-House Counsel; Dr. Shawni Coll, Chief Medical Officer; Dr. Gary Gray, Chief Medical Officer Consultant; Ted Owens, Executive Director of Governance; Martina Rochefort, Clerk of the Board

## **9. INPUT – AUDIENCE**

No public comment was received.

## **10. RETREAT ITEMS FOR BOARD DISCUSSION**

### **10.1. Review of Day One**

Retreat Facilitator reviewed highlights from day one of the retreat.

### **10.2. Futurescan 2022-2027 Health Care Trends and Implications**

The Board of Directors viewed a webinar where current trends and insights were presented by industry experts from Futurescan 2022–2027: Health Care Trends and Implications, by the Society for Health Care Strategy & Market Development of the American Hospital Association.

### **10.3. Facilitated Discussion of Possible Implications**

Discussion was held. Telemedicine, reimbursement and workforce resiliency were major themes discussed.

**Open Session recessed at 12:00 p.m.**

**Open Session reconvened at 1:00 p.m.**

*Dr. Katy Schousen joined the meeting at 1:00 p.m.*

### **10.4. Fiscal Year 2023-2025 Strategic Plan**

The Board of Directors reviewed strategic plan modifications.

The Board supported the proposed Mission statement of “To enhance the health of our communities through excellence and compassion in all we do.”

Discussion was held on the Vision statement. The Board agreed to change “we” to “to”.

Retreat Facilitator reviewed the draft values. Discussion was held. The stewardship value was updated to add “while being innovative and providing quality healthcare.”

No changes were made to the draft Board of Director’s Guiding Principle and Strategic Priorities.

Minor changes were recommended to the Objectives.

**Open Session recessed at 2:25 p.m.**

**Open Session reconvened at 2:36 p.m.**

The strategic objectives were reviewed in depth. Discussion was held.

Discussion of how strategic plan will be reported to the Board. The first update to the board will be in December 2022.

**Open Session recessed at 3:53 p.m.**

*Outgoing COO, Incoming COO, CFO, CNO, CHRO, CMO, VP Provider Services, In-House Counsel, CMO Consultant, Executive Director of Governance and Dr. Schousen departed the meeting at 3:53 p.m.*

**Open Session reconvened at 4:03 p.m.**

**10.5. Board Enhancement Goals**

The Board of Directors confirmed the following board enhancement goals:

- establish a year long education plan
- establish annual committee and external education schedule
- create an ad hoc committee around community health needs
- support management in expanding and fostering community partnerships

Board members expressed interest in assisting with partnerships and supporting management in public policy initiatives.

**10.6. Wrap up and Next Steps**

The Board of Directors concluded its retreat.

**Meeting adjourned at 5:03 p.m.**