



## Board Informational Report

**By: Harry Weis**  
CEO

**DATE: 10/19/16**

---

The past month has been action filled in a way our team really values, which means connecting more often and with larger groups of community individuals both here in Truckee and in Incline Village.

We held our second Fact vs. Fiction Community Meeting at Tahoe Forest on 9/26 with good attendance even though we were competing with Monday night football and the Presidential debate. Our third Fact vs. Fiction Community Meeting at Tahoe Forest will be held at 6 PM on 11/1.

Also on October 6th we celebrated with our community an Open House at Tahoe Forest, to share all of the construction projects that have been completed in the last 7 years or so. These construction projects were funded from the Measure C proceeds, which we are very grateful for, where approximately 72% of the voters in our District approved Measure C and provided the clear directive they wanted a full service hospital in this rural region. We are humbled and very much appreciate the large community turnout for this event.

Further, on 10/13, just one week later, we had a large Open House at Incline Village Community Hospital where the community saw the new exterior of the hospital, the great remodel which is nearly finished in our second floor physician clinic there and many other improvements. We were again very humbled to see the large turn out and great community support from the Incline Village region.

Scott Baker, our new Executive Director of Physician Services joined us on 10/10. We are very happy to have him join us as together we work to really improve physician services and to create greater alignment across our entire team.

We are working on naming a part time Chief Medical Officer which is a critical leadership role to work closely with Scott and I as we work to make sure we are a sustainable health system and that we are executing on "best practice" principles for sustainable team oriented physician care in our region.

Our Management Services Organization sometimes also called, "Newco" which is named Tahoe Forest Healthcare Services, Inc. continues to move forward. We are reviewing Bylaws on this entity and hope to engage the new Board of Directors on this new critical entity in November of this year. We are still focusing on being able to offer payroll and benefit services in a phased manner to staff who support physician practices here no later than 1/1/17.

The efforts to start up Tahoe Forest Medical Group, “our friendly professional corporation (PC)” continue. We are working on naming the shareholder and relevant health system “reserve rights” to assure this entity has the full alignment needed for a system approach to healthcare and that it will really meet the employment needs of new physician recruits or the changing desires of medical staff who already practice here. AB 2024 recently signed by the Governor is also being evaluated in the context of this strategy, meaning do we have two critical “tools in our toolbox” for this topic or just one to meet the critical employment needs of physicians in our region?

We continue to actively work on our Master Plan to assure we have the right physician practices in the right locations for the present and for future growth, plus all other IP or OP hospital programs, plus parking for a growing number of residents each year who utilize physician or hospital services. Once the “pieces to the puzzle” are put in place in draft form, we would like to engage the Board as well for more input. We continue to target 12/31/16 as the date to finish this draft Master Plan as a guide for major improvements for many years to come. We will also have to define where and how we utilize Rural Health Clinics to make sure we honor healthcare access to all residents in our region and all physicians who serve in this region in a more sustainable manner.

Our CIO will have regular and detailed reporting on our major Strategy of a new Electronic Health Record for our entire health system and the related business software.

We are bringing forward new negotiated labor agreements and a brand new Gain Sharing program to really honor our team members as ever improving team efforts and results are what will be required for great performance during these rapidly changing times in healthcare that will also illustrate elevated challenges to all hospital systems in America in each new year.

We are committed to continually improving Patient Satisfaction, Quality, Compliance and Financial performance. We believe there is growing evidence that measurable improvement is happening in each of these areas.

Patient Care Coordination and Navigation remain a top priority for us as we work on a smaller scale first and then enlarge the size of these programs to hospital wide as we confirm all processes effectively are in place.

We are focused on continuing a larger variety of marketing, communications and conversation venues with all residents in our region as each year progresses.

Regarding our Orthopedics service line: Our affiliation with North Tahoe Orthopedics that began in mid-April remains a top priority for us as we seek to stabilize staff within the clinic, including having the right management and clinic processes to honor this busy practice. Further, as we seek to complete this practice acquisition, we expect to close the purchase of the orthopedic practice building in mid-November, reconcile accounts receivables and resolve rent payments due as the purchase of the building occurs. We are also happy to report that a new fellowship trained Orthopedic surgeon is also arriving in November, Dr. Ephraim Dickinson. We have an additional fellowship trained Orthopedic surgeon joining us in June or July of 2017. So we are in a strong rebuilding mode with this critical service line.

We remain vigilant at the state and federal level on all new legislation to make sure we provide input where possible and that we understand to degree possible positive or negative impacts.

