



TAHOE FOREST HOSPITAL DISTRICT

# 2022-02-15 & 2022-02-16 Special Meeting of the Board of Directors

## BOARD RETREAT PRE-READING

Tuesday, February 15, 2022 & Wednesday, February 16, 2022

Cedar House Sport Hotel



## Meeting Book - 2022-02-15 Special Meeting of the Board of Directors

### BOARD RETREAT

#### AGENDA

2022-02-1516 Special Meeting of the Board of Directors_FINAL RETREAT Agenda.pdf	3
--	---

#### PRE-READING

2021 Board Self-Assessment Results.pdf	6
Order and Decorum 2022_0207 DRAFT.pdf	53
Sample Board Education Topics.pdf	57



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

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 Nevada 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 dose 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 dose 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**

Special Meeting of the Board of Directors of Tahoe Forest Hospital District  
**February 15 & 16, 2022 RETREAT AGENDA – Continued**

---

**2. ROLL CALL**

**3. INPUT – AUDIENCE**

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

**4. ITEMS FOR BOARD DISCUSSION**

**4.1. Welcome and Opening Comments**

**4.2. 2021 Board Self-Assessment**

The Board of Directors will review the 2021 Board Self-Assessment Results.

**4.3. Board Enhancement Goals**

The Board of Directors will discuss development of Board Enhancement Goals.

**4.4. Order and Decorum**

The Board of Directors will review and discuss edits for 2022 Order and Decorum policy.

**4.5. Election Year Review**

The Board of Directors will review election year guidelines for Board conduct.

**4.6. Board Education Plan**

The Board of Directors will discuss board education topics for 2022.

***LUNCH***

**5. ITEMS FOR BOARD DISCUSSION**

**5.1. Future Challenges and Opportunities**

The Board of Directors will discuss future challenges and opportunities for the District.

**5.2. Legislation & Regulation Update**

The Board of Directors will review current legislation and regulations affecting health care.

**5.3. Wrap up and Next Steps**

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

**6. ADJOURN**

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

**7. CALL TO ORDER**

**8. ROLL CALL**

Special Meeting of the Board of Directors of Tahoe Forest Hospital District  
February 15 & 16, 2022 RETREAT AGENDA – Continued

---

**9. INPUT – AUDIENCE**

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

**10. 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.

**10.1. Review of Day One**

The Board of Directors will review day one of the retreat.

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

The Board of Directors will discuss the insights presented by industry experts in Futurescan 2022–2027: Health Care Trends and Implications, by the Society for Health Care Strategy & Market Development of the American Hospital Association.

**BREAK**

**10.3. Facilitated Discussion of Possible Implications**

The Board of Directors will discuss possible implications for the District presented in Futurescan.

**LUNCH**

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

The Board of Directors will participate in a facilitated discussion on strategic plan modifications.

**BREAK**

**10.5. Board Enhancement Goals**

The Board of Directors will update board enhancement goals.

**10.6. Wrap up and Next Steps**

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

*The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is February 24, 2022, at Tahoe Forest Hospital, 10121 Pine Avenue, Truckee, CA. A copy of the Board meeting agenda is posted on the District's website ([www.tfhd.com](http://www.tfhd.com)) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting.*

\*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions.

Equal Opportunity Employer. The meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.

# Tahoe Forest Health System

## 2021 Board Self-Assessment Results Report

Presented by  
**ACCORD LIMITED**

*February 4, 2022*



# Table of Contents

---

- I. Introduction
- II. Process Overview
- III. 2021 Quantitative Results Summary
- IV. ACCORD's Analysis
- V. Discussion Questions Regarding BSA Results
- VI. ACCORD's Initial Suggestions for Enhancement
- VII. Governance Committee's Recommendations
- VIII. TFHS' Board Enhancement Goals Prioritization
- IX. Appendix

# I. Introduction

---

Following the May 2021 Board Retreat, **ACCORD LIMITED (ACCORD)** was engaged to help refine and conduct the Tahoe Forest Health System (TFHS) 2021 Board Self-Assessment (BSA) tool and process. In collaboration with the Governance Committee, **ACCORD** worked to streamline the number of questions, sharpen the assessment's focus, ensure benchmarking against previous assessment results, incorporate best practices, and enhance assessment scope through the addition of several new questions.

The body of this report describes the process used, provides a high-level summary of results, and includes suggestions for action items to enhance the effectiveness and efficiency of the TFHS Board.

The Appendix includes the communication letter that was sent to the Board as well as the detailed results from the 2021 Survey.



## II. Process Overview

---

The Governance Committee helped refine the overall Board assessment process and the survey instrument that **ACCORD** drafted using SurveyMonkey.

In the end, 26 quantitative questions were included in the instrument along with 2 opportunities to provide specific suggestions for improvement. The 28-question survey was provided to all 5 TFHS Board members via an electronic link that allowed them to reply anonymously. It is important to note that one Board member who responded was appointed to the Board in late 2021.

Respondents were asked to rate the Board's collective performance, using a scale ranging from Strongly Agree to Strongly Disagree. Results are reported on a numerical scale with values of "5" for "Strongly Agree"; "4" for "Agree"; "3" for "Neutral"; "2" for "Disagree"; and "1" for "Strongly Disagree". There was also an option to answer: "Do Not Know."

Five (5) of the 5 Board members completed the survey online, yielding a 100% response rate, which is excellent.

# III. 2021 Quantitative Results Summary

---

The next page is a summary of the average scores for the 25 questions that required a quantitative response on a scale of 1 to 5, displayed from highest- to lowest-rated.

The full text and detailed scores for each question can be found in the Appendix.

The following two slides include a summary of TFHS 2021 BSA results followed by a 2021 vs. 2020 results comparison.

# Summary of TFHS' 2021 BSA Results - Highest to Lowest Weighted Averages



# 2021 vs. 2020 TFHS BSA Results Comparison for Same 19 Questions

AXIS-TITLE



# IV. ACCORD's Analysis

---

This section includes **ACCORD**'s overall analysis of the survey results. As a reminder, this report details the Board's assessment of its own performance. The perspectives and opinions are based on what Board members know (and do not know). During January and February, **ACCORD** will help the Governance Committee and the Board to further explore these nuances and develop Board Enhancement Goals.

## **Highest-Scored Practices (Perfect Score of 5)**

- The Board rated itself most highly in its finance; audit; and quality oversight responsibilities.
- The Board is also pleased with its leadership and culture (e.g., how the meetings are run; its ability to be an effective group; positive individual Board member experience).

## **Medium-Scored Practices (Scores between 4.8 to 4.2)**

- The practices that were very good, but not perfect included: holding management accountable for underperformance; strategy engagement; and decisions based on the mission.
- There were also some concerns about time commitment; receiving materials in a timely fashion; and feeling comfortable voicing opinions.

# IV. ACCORD's Analysis (continued)

---

## Lowest-Scored Practices (Scores between 4.0 and 2.6)

- The lowest scores related to:
  - Board education plan and education on strategic issues and trends
  - ERM oversight
  - Committee effectiveness
  - Community health needs identification
  - Audit and compliance oversight
  - Board policies and procedures.
- When comparing 2021 and 2020 results for the 19 questions that were the same, 3 questions covering *internal audit and compliance knowledge*, *sufficient board-level policies and procedures* and *organization compliance plan approval* scored significantly higher when weighted averages were recalculated after removing “Don’t Know” responses.
- The written comments and individual rankings of the Board experience suggest that the following issues should also be addressed:
  - Revisiting committee membership and setting annual committee meeting schedules
  - Increasing engagement between the Board, leadership and staff (e.g., retreats)
  - Receiving strategic plan progress updates
  - Focusing on Board development
  - Meeting the community’s health needs (especially for the underserved)
  - Learning about the future state of healthcare delivery
  - Helping Board members understand how they can make a difference

# IV. ACCORD's Analysis (continued)

---

## Lowest Scored Items in 2020 (Developed by ACCORD for May 2021 Retreat)

- Involvement in strategic direction-setting
- Education on internal and external issues
- Keeping closed session information confidential (Don't knows)
- Annually reviewing performance:
  - Community health needs
  - Goals for quality and service performance
  - Compliance program/plan approval
- Demands corrective action to underperformance on financial and capital plans
- Effective orientation
- Comfortable voicing opinions

## V. Discussion Questions Regarding BSA Results

### Clarify:

- Didn't understand the question/terms?
- Don't know the answer?
- Think the board's performance is less than desired?

### Determine:

- Is the practice used, but some board members don't know it?
- Is additional education needed?
- What actions are needed to demonstrably enhance performance?

*(Note: It is recommended that the impact of COVID-19 be considered when discussing results.)*



# VI. ACCORD's Initial Suggestions for Consideration

---

## ACCORD's Initial Suggestions for 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 (e.g., determine what the Board considers to be appropriate 'engagement' in strategy).
5. Determine how to better engage the Board members who are not sure they are making a difference and / or who rated their Board experience a "6".
6. Convene more retreats and other events to build relationships, focus on Board development and address strategic issues.
7. Enhance the initial Board Orientation program.
8. Deepen the Board's understanding of Enterprise Risk Management (ERM) oversight responsibilities.
9. Provide information on audit and compliance oversight practices.
10. Learn more about why Board policies and procedures were rated lower.

# Sample Board Enhancement Goals

<b>Sample Board Goals</b>	<b>Lead</b>	<b>Due Date</b>	<b>Status</b>
1. Change board agenda and materials to ensure more strategic discussions	Board Chair* CEO	July 1	TBD
2. Revisit competency matrix to ensure strategic expertise and perspectives	Governance Committee	August 1	TBD
3. Develop comprehensive on-going education plan for the board and its committees (include annual health care industry trends update)	Governance Committee	September 1	TBD

\*Individual with primary accountability

# VII. Governance Committee's Recommendations

**ACCORD** met with the Governance Committee on January 19, 2022, regarding this report. The Governance Committee discussed the results and **ACCORD's** suggestions and is recommending the following as priority Board Enhancement Goals for 2022.

## **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.

## **Other Items Needing Follow Up by Governance Committee and / or AC**

1. Enhance the Board Orientation Program.
2. Create opportunities outside of regular board meetings to build relationships, focus on Board development and address strategic issues.
3. Deepen the Board's understanding of Enterprise Risk Management (ERM).
4. Publish list of Board policies and procedures.
5. Provide/clarify information on audit and compliance oversight practices.

## VIII. TFHS' Board Enhancement Goals Prioritization Discussion

---

Which 4-5 goals should be prioritized for enhancing TFHS Board's effectiveness and efficiency during 2022?

# BSA Appendix

---

# BSA Appendix A: Introductory Message

---

*This is the email that was sent by Martina Rochefort on behalf of Pam Knecht to introduce the process. The Board Members were blind copied.*

Dear Board Members,

The purpose of this survey is to conduct an assessment of the Tahoe Forest Health System (TFHS) Board's performance as a whole and to benchmark that performance against the Board's 2020 results.

Please click on the link below to access the Board Self-Assessment (BSA) which has been developed in SurveyMonkey: [link included]

We ask that you complete this survey by Friday, December 17<sup>th</sup> using the following scale to answer each question:

1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree; 0-Don't know

There will also be an opportunity to add comments and suggestions for enhancement.

The survey should be taken by current Board members only and should take approximately 20 minutes to complete. All individual responses are considered confidential.

Please contact Pam Knecht at [pknecht@accordlimited.com](mailto:pknecht@accordlimited.com) with any questions.

Thank you for your attention to this important initiative.

# BSA Appendix B: TFHS 2021 Board Self-Assessment Detailed Results

---

This section includes the detailed results for each question.

The bar charts indicate how many people gave the following answers to each question:

“5” for “Strongly Agree”

“4” for “Agree”

“3” for “Neutral”

“2” for “Disagree”

“1” for “Strongly Disagree”

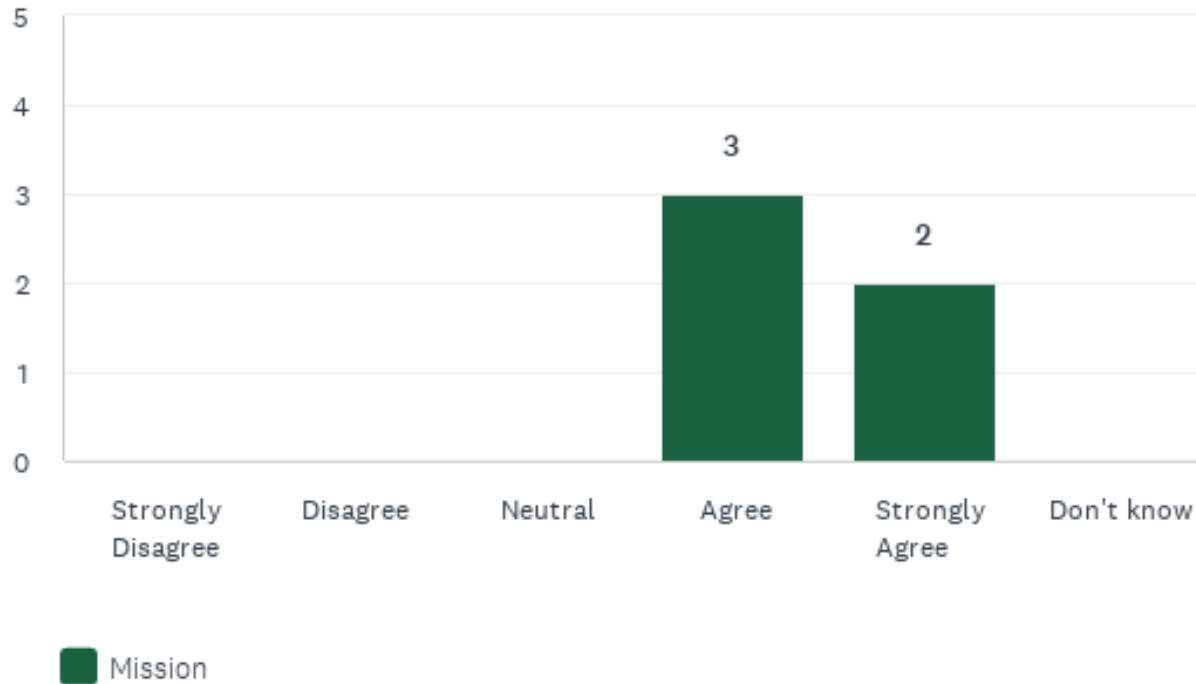
“0” for “Don’t Know”

The last item on each slide indicates the area of Board responsibility for that question (e.g., Mission).

The last three slides are the verbatim comments in response to questions about the individual’s Board experience, suggestions for change, and desired education/information.

## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results

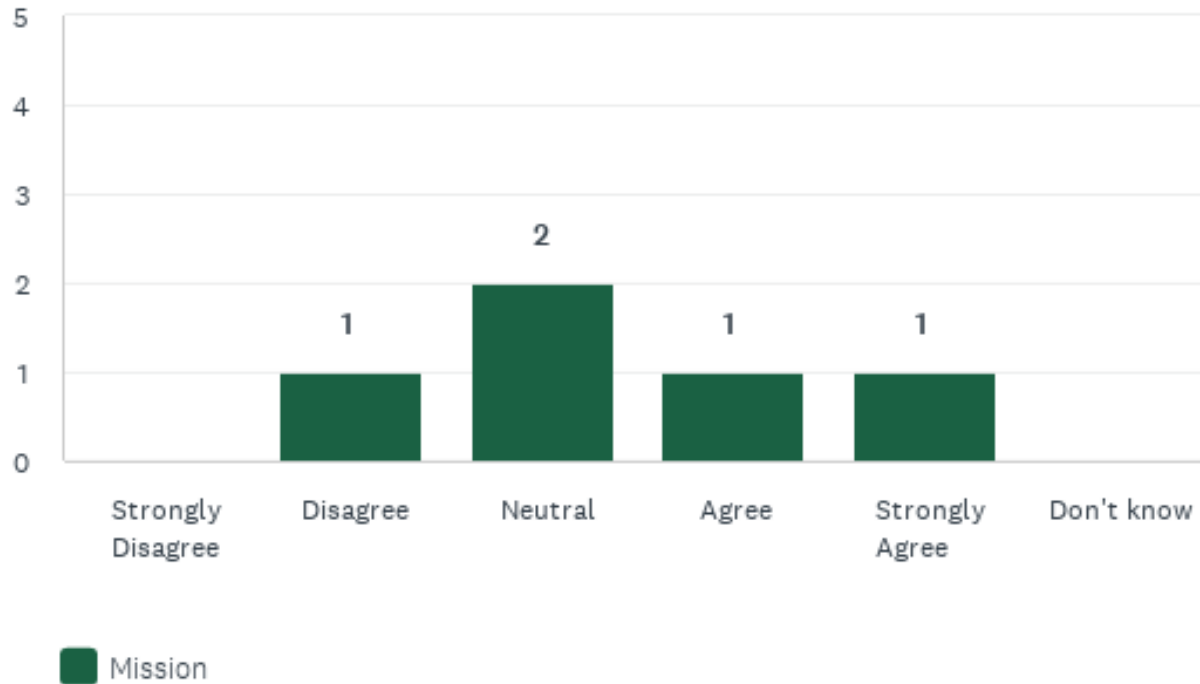
Q1: The Board uses the following Mission statement to guide its decision making: "We exist to make a difference in the health of our communities through excellence and compassion in all we do."





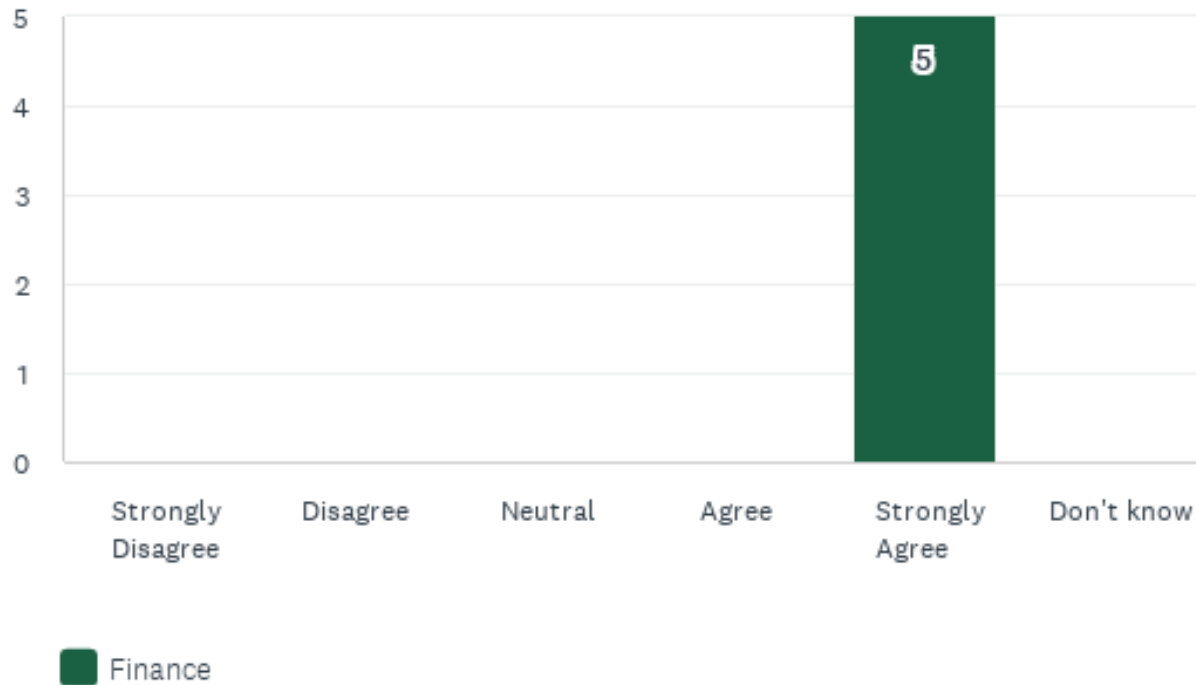
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q2: The Board regularly reviews the organization's performance against community health needs to ensure it is meeting its obligations as a healthcare district.



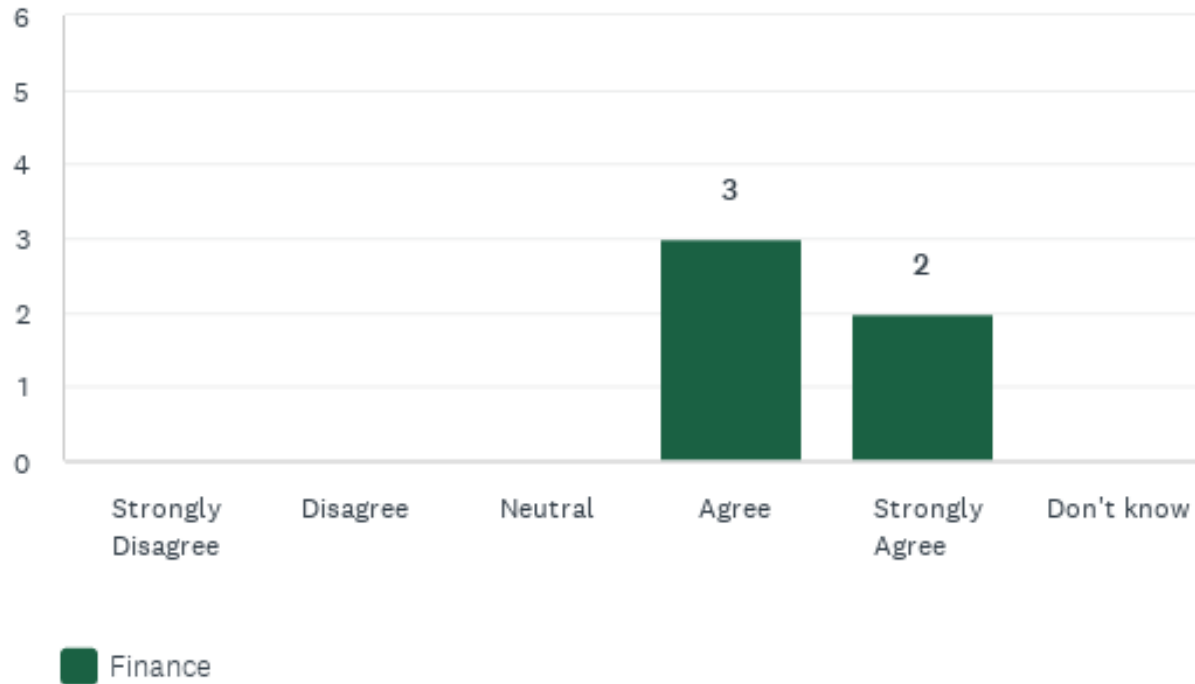
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q3: The Board monitors the organization's financial performance compared to its plans and relevant industry benchmarks.



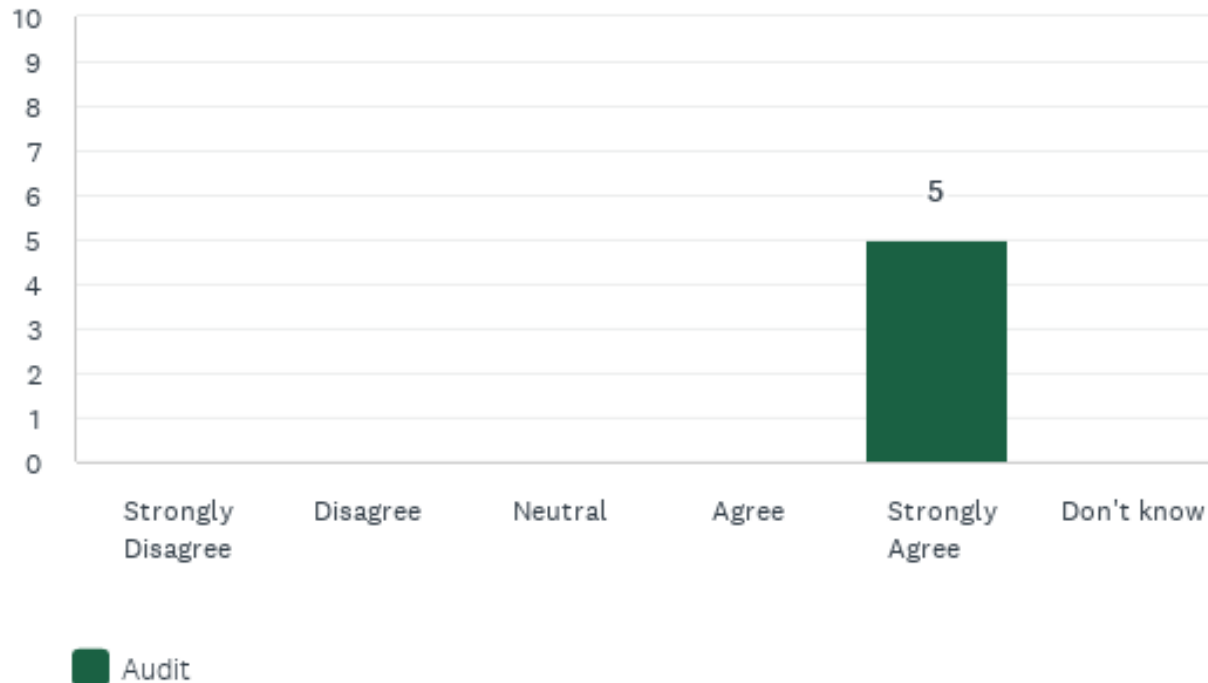
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q4: The Board demands corrective action in response to financial underperformance.



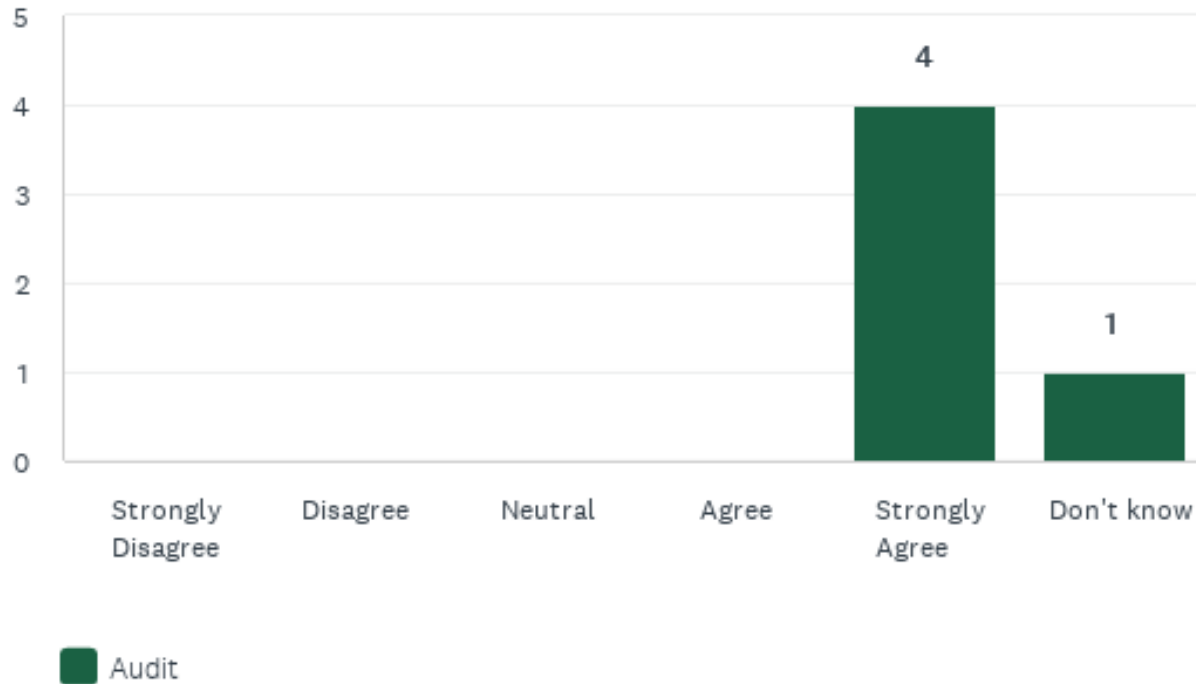
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q5: The Board is knowledgeable about the organization's external financial audit.



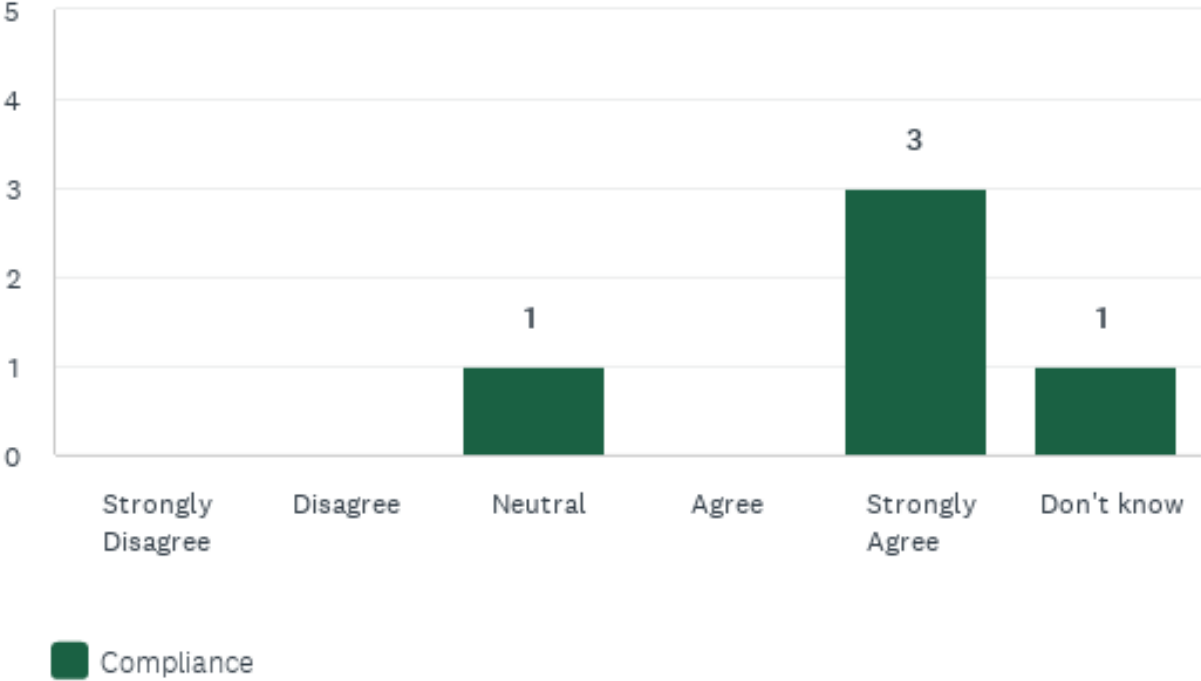
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q6: The Board is knowledgeable about the organization's internal audit and compliance performance (i.e., non-financial)



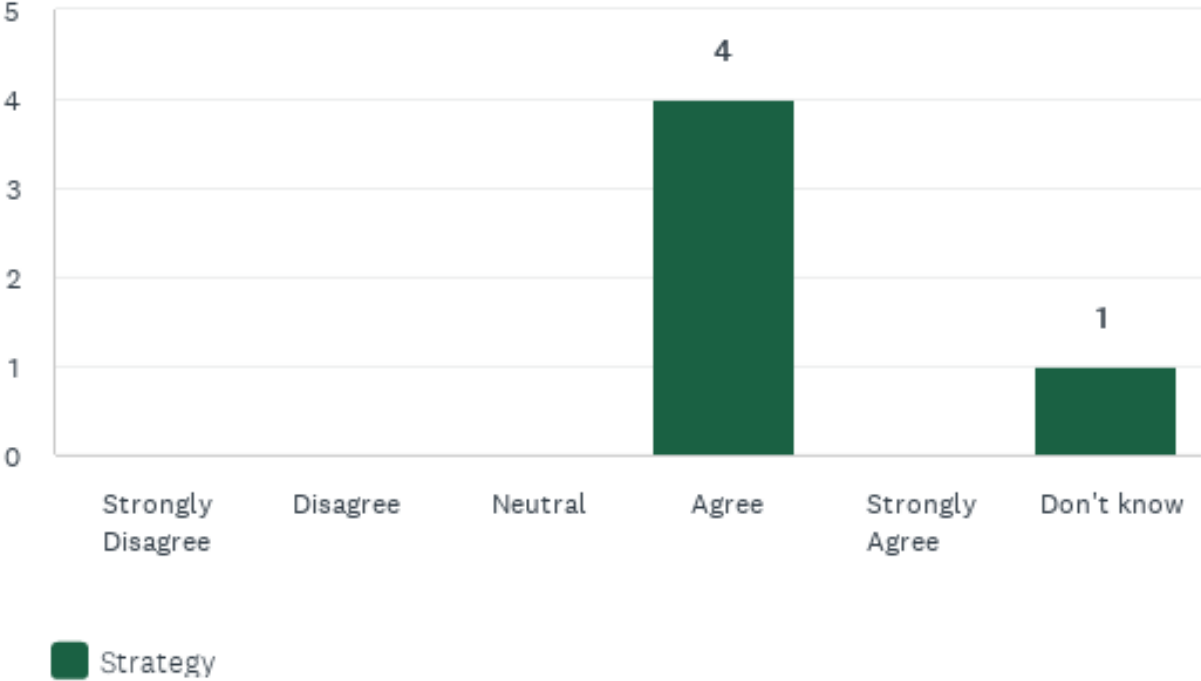
# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q7: The Board annually approves the organization's compliance plan.



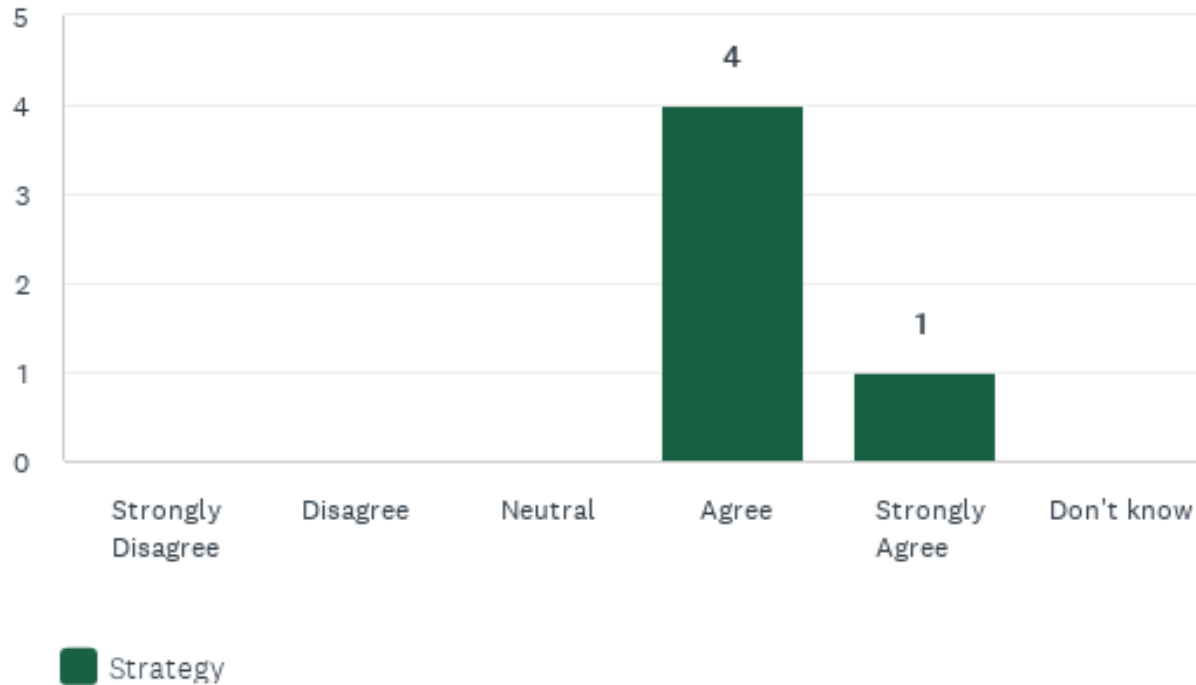
# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q8: The Board receives education on strategic external and internal environmental issues and trends at least once a year.



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

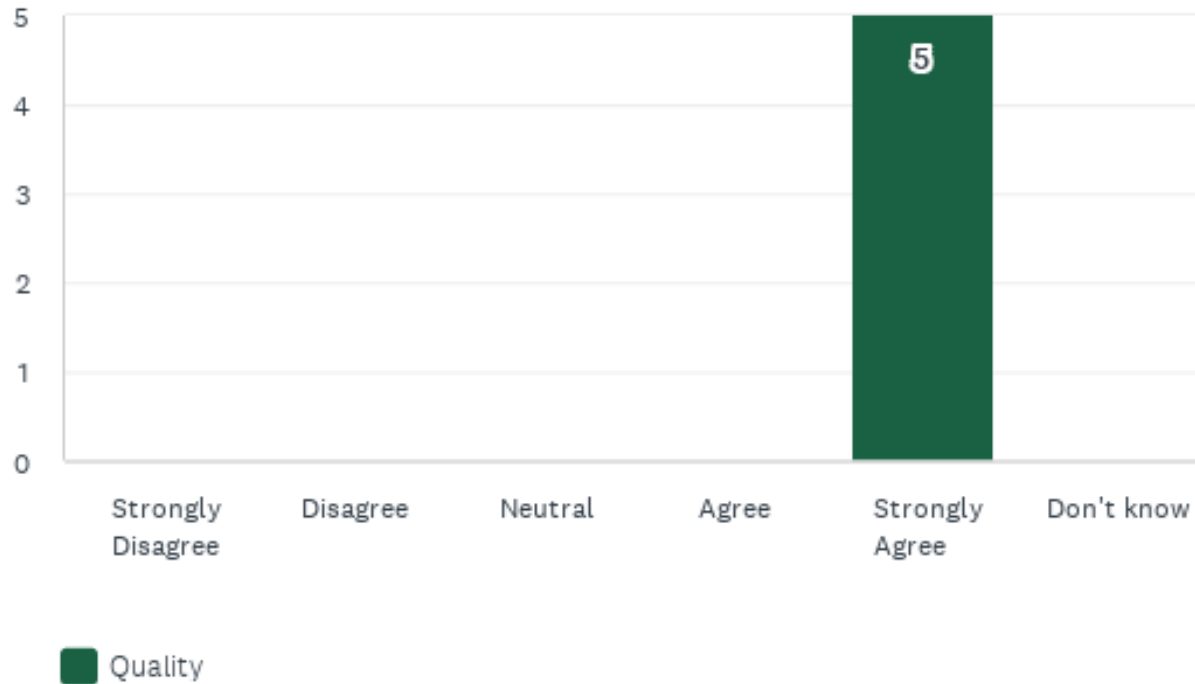
Q9: The Board is provided sufficient opportunities to engage in strategic discussion (e.g., in retreats, mini-retreats, educational sessions).





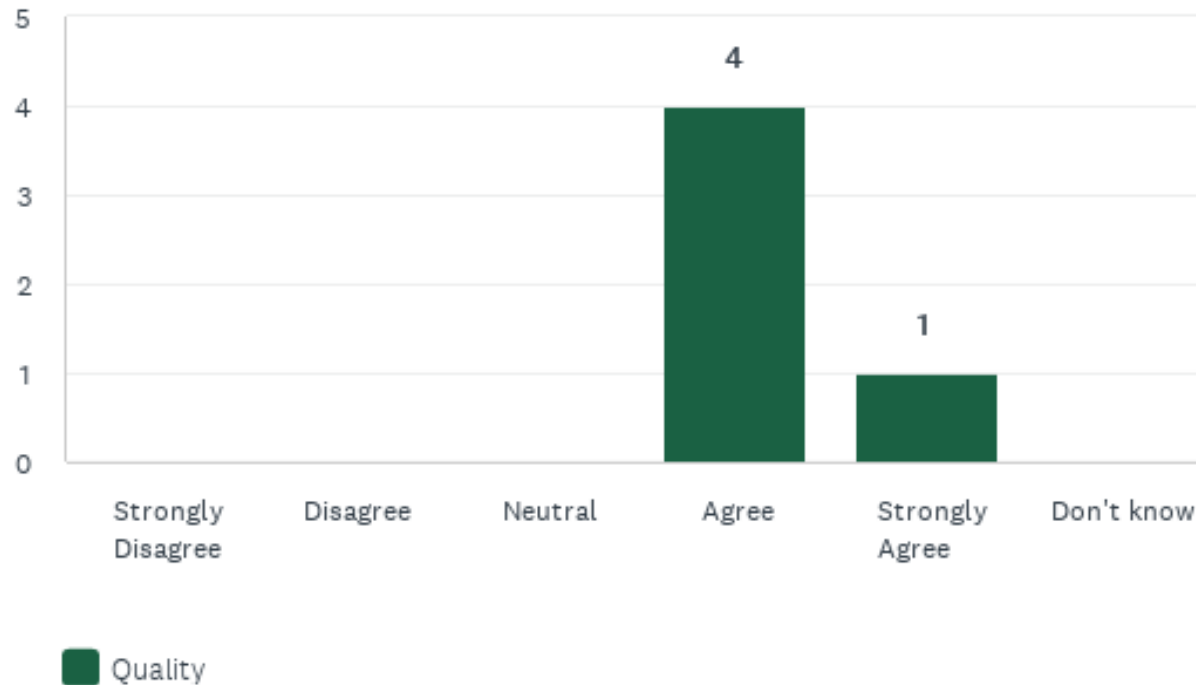
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q10: The Board approves quality, safety, and satisfaction goals.



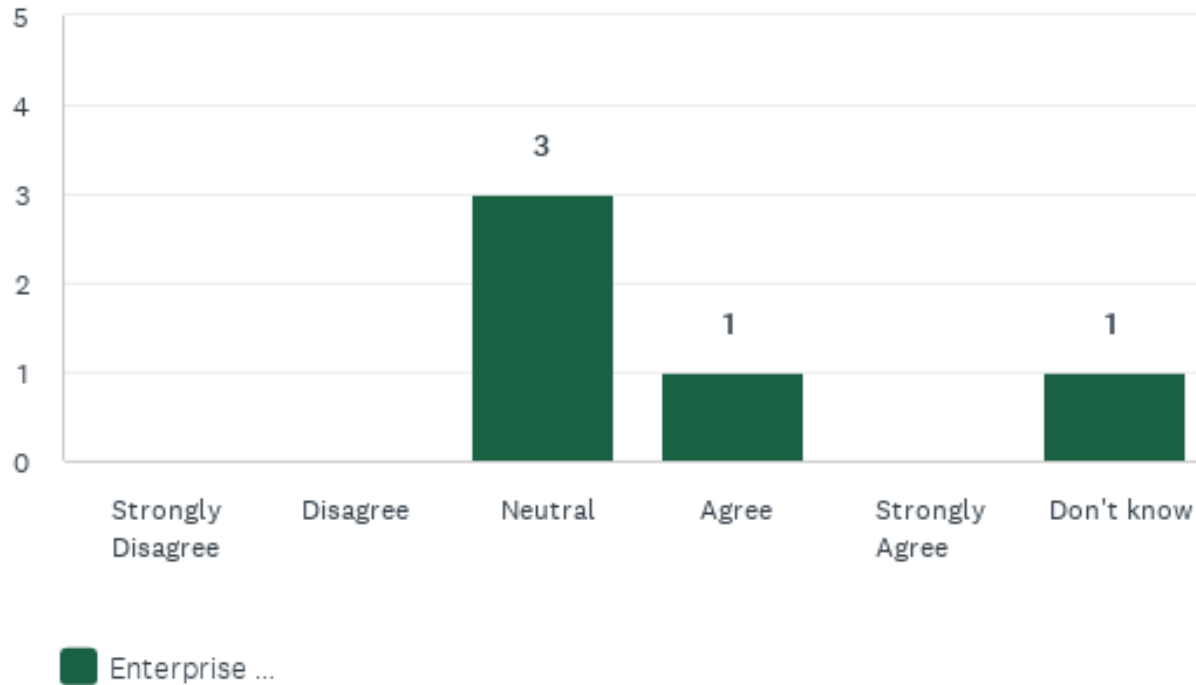
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q11: The Board demands corrective action in response to underperformance on the quality, safety and satisfaction goals (e.g., patient experience).



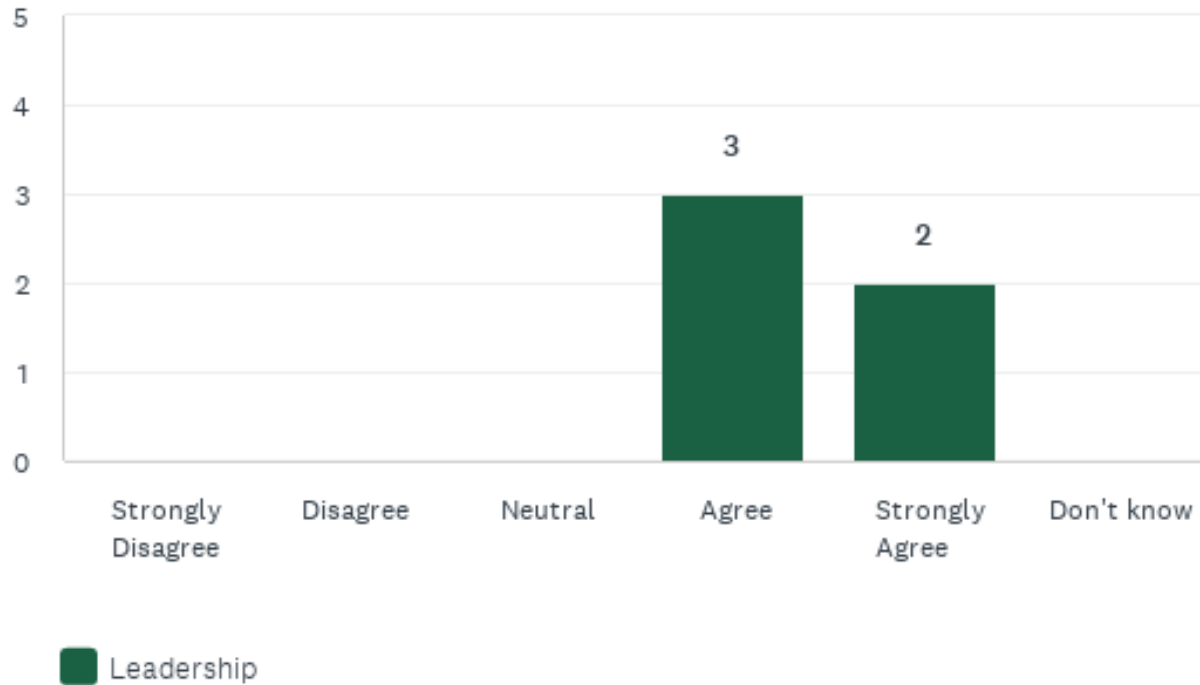
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q12: The Board is kept up to date on the results of Enterprise Risk Management assessments (e.g., fire, cybersecurity, reputational, regulatory, operational).



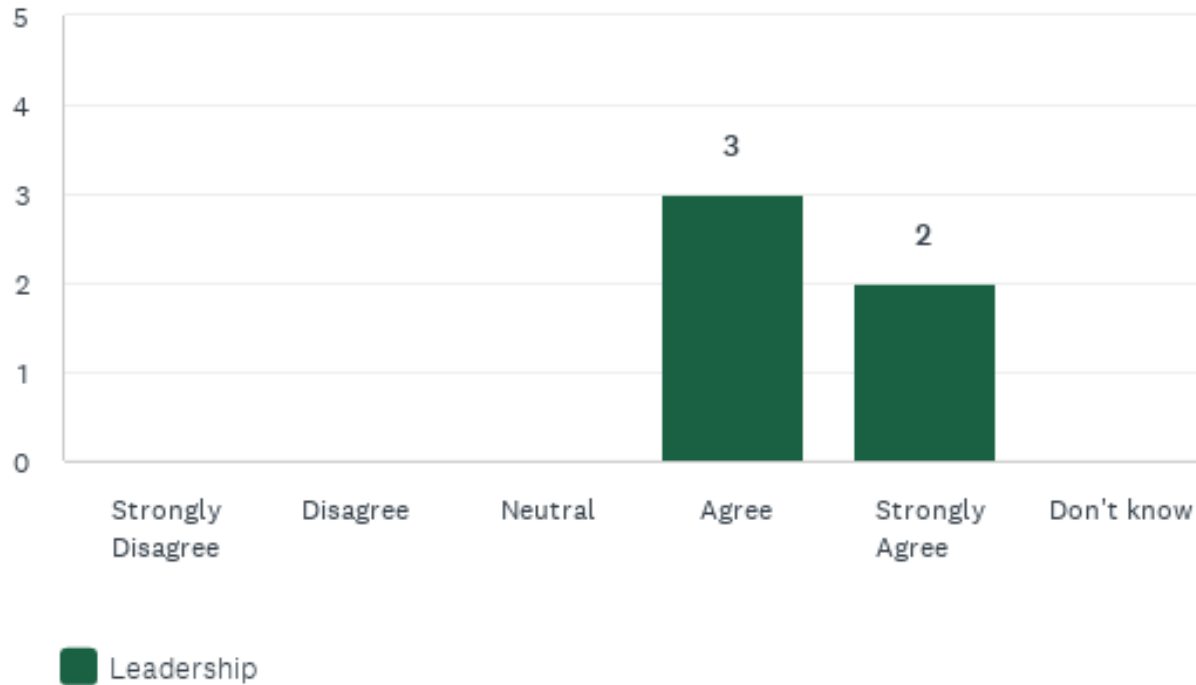
# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q13: There is a clear process in place for setting the CEO's annual goals.



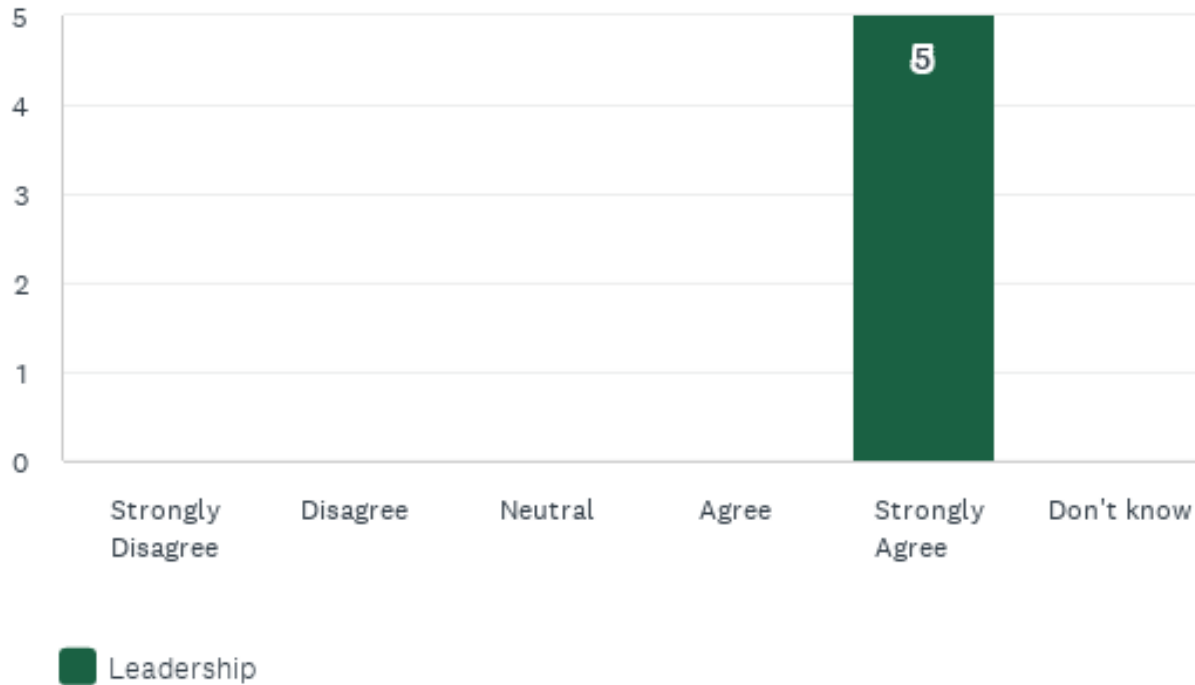
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q14: The Board holds the CEO accountable for the organization's performance.



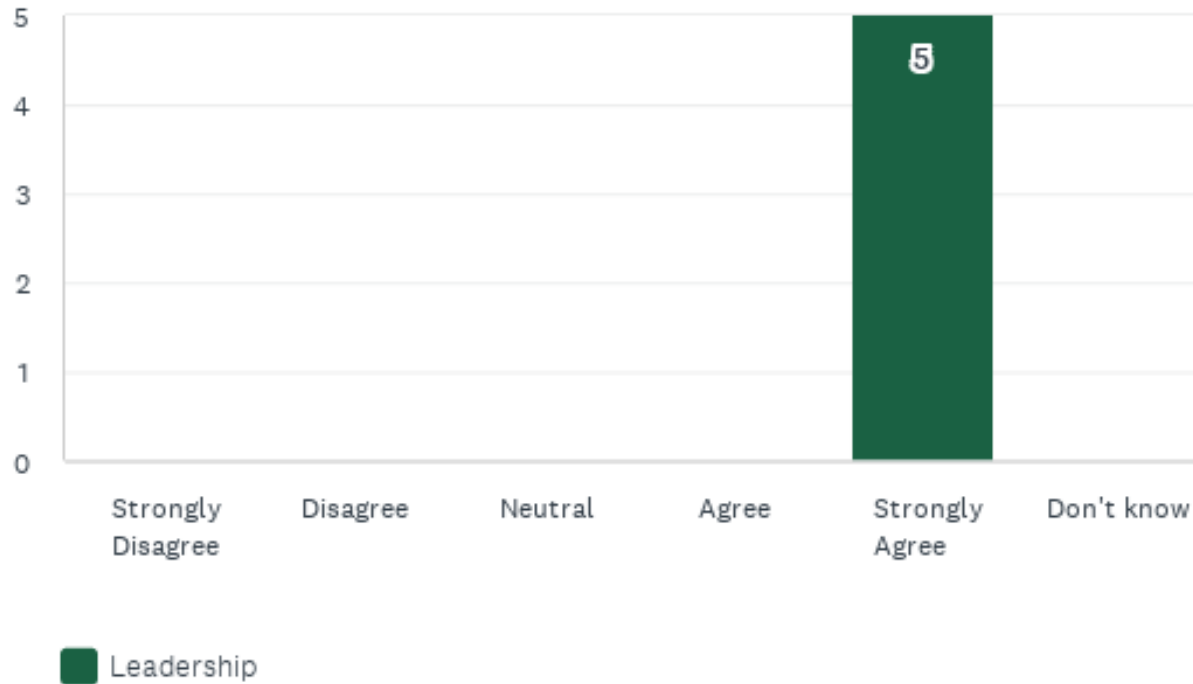
# Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q15: The Board Chair runs Board meetings effectively.



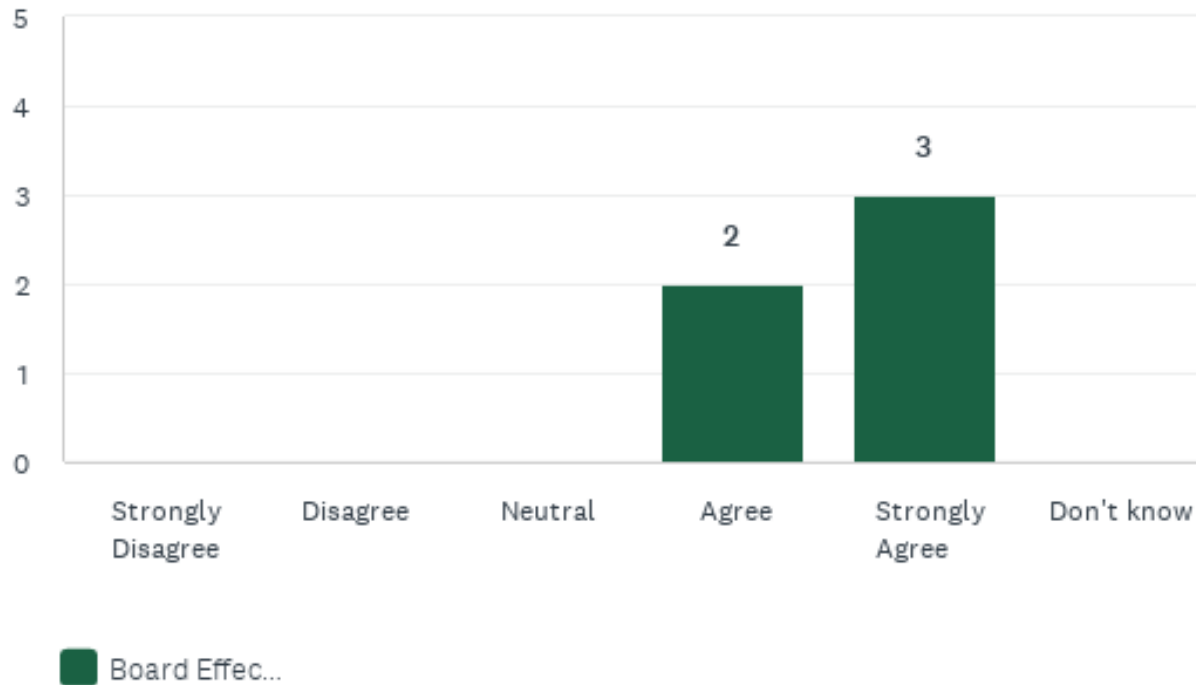
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q16: Board meetings are run respectfully, taking into consideration internal and external stakeholders (e.g., board members, management, the public).



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

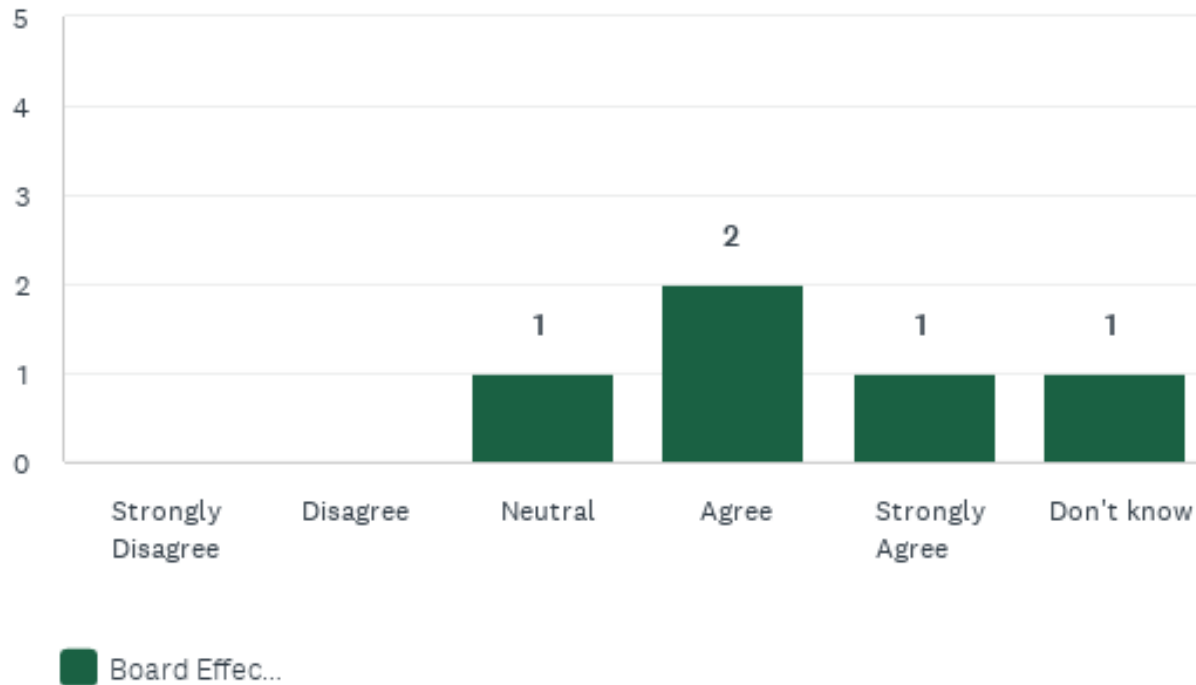
Q17: Board members receive materials with sufficient time for review prior to meetings (e.g., in alignment with best practice of 4-7 days prior to meetings).





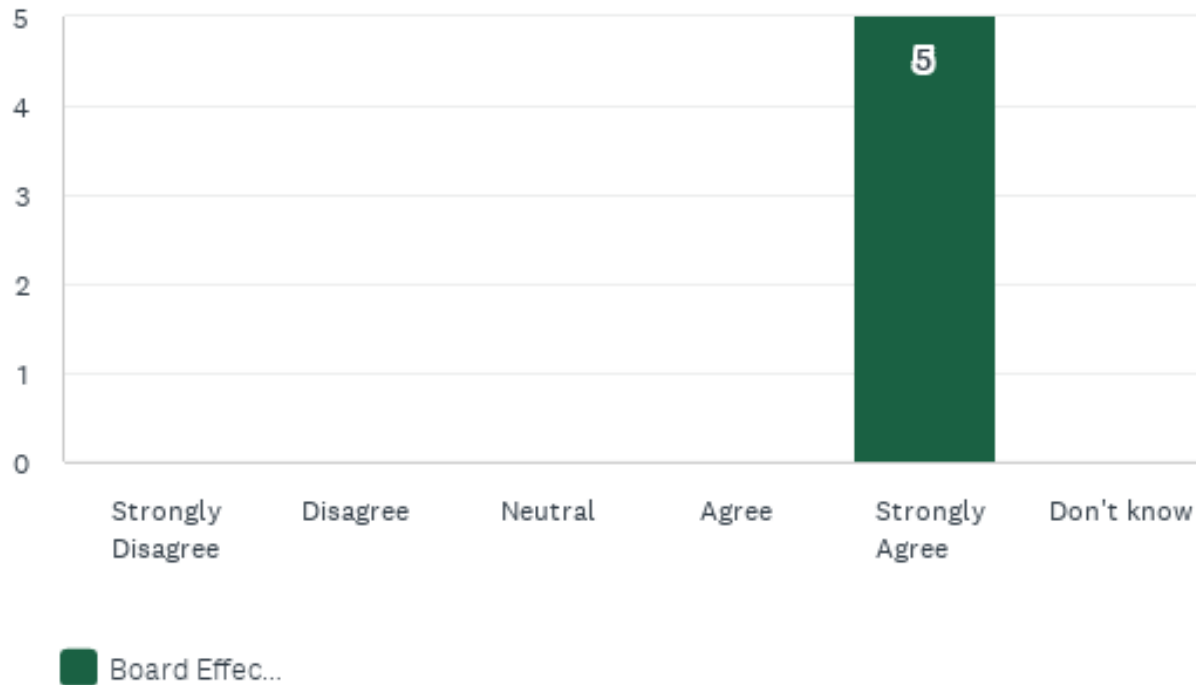
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q18: Committees contribute effectively to the work of the Board (e.g., committee work is aligned with Board priorities; committees tee up discussions for the Board).



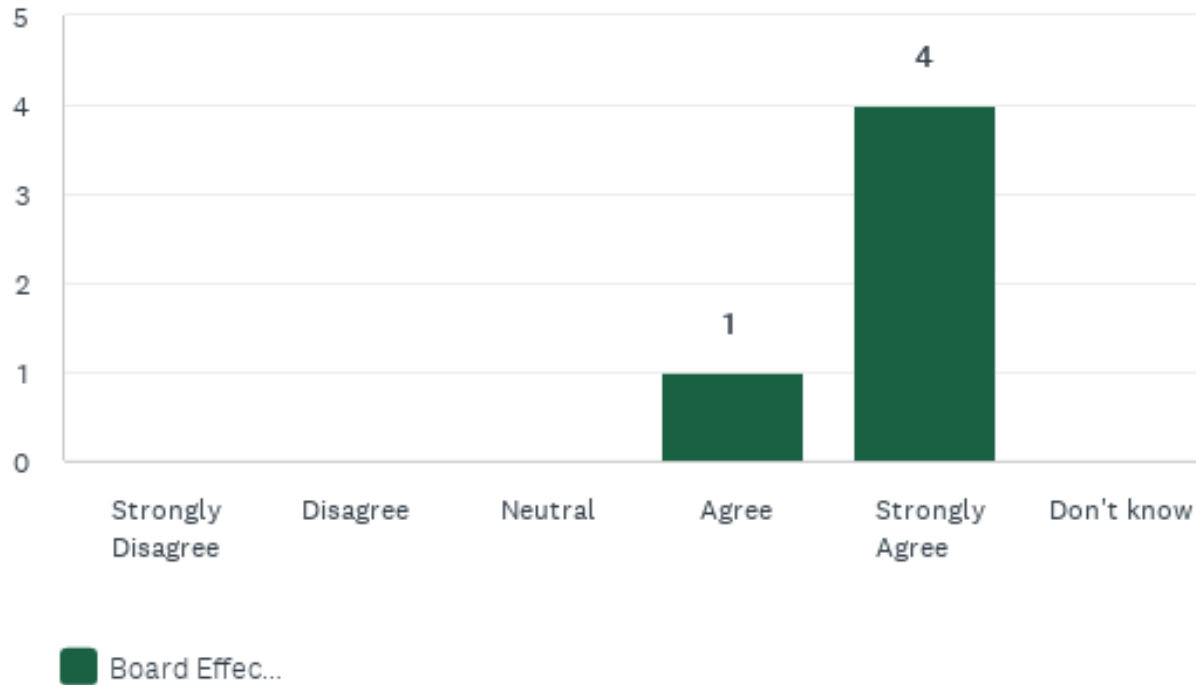
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q19: The Board is an effective working group (e.g. listens well, uses consensus decision making, is respectful of one another in deliberations, etc.).



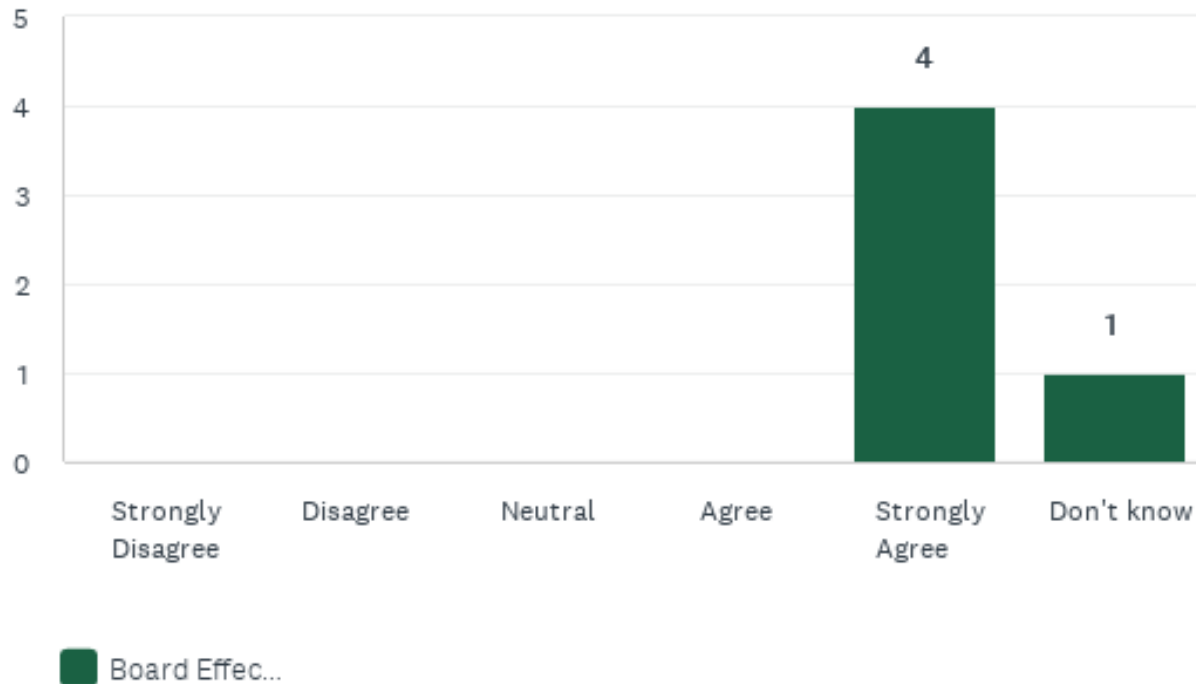
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q20: Board members respect the distinction between the role of the Board and the role of management.



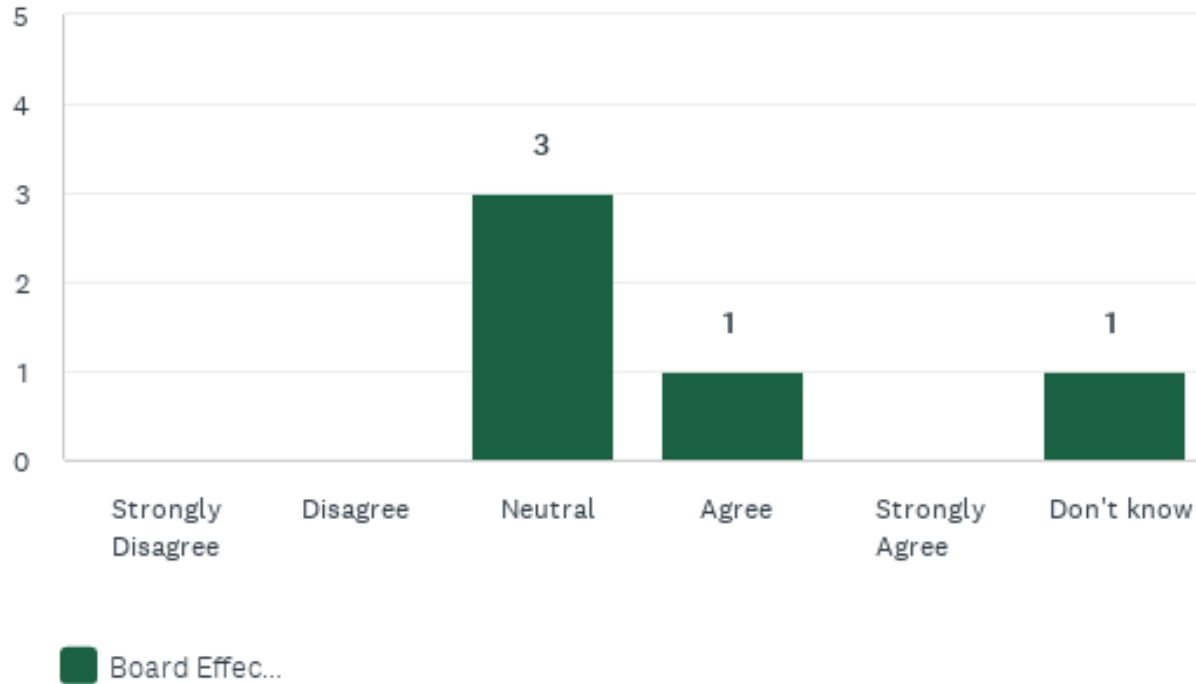
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q21: The Board has in place sufficient written Board-level policies and procedures (e.g. expectations, conflict of interest, code of conduct including confidentiality).



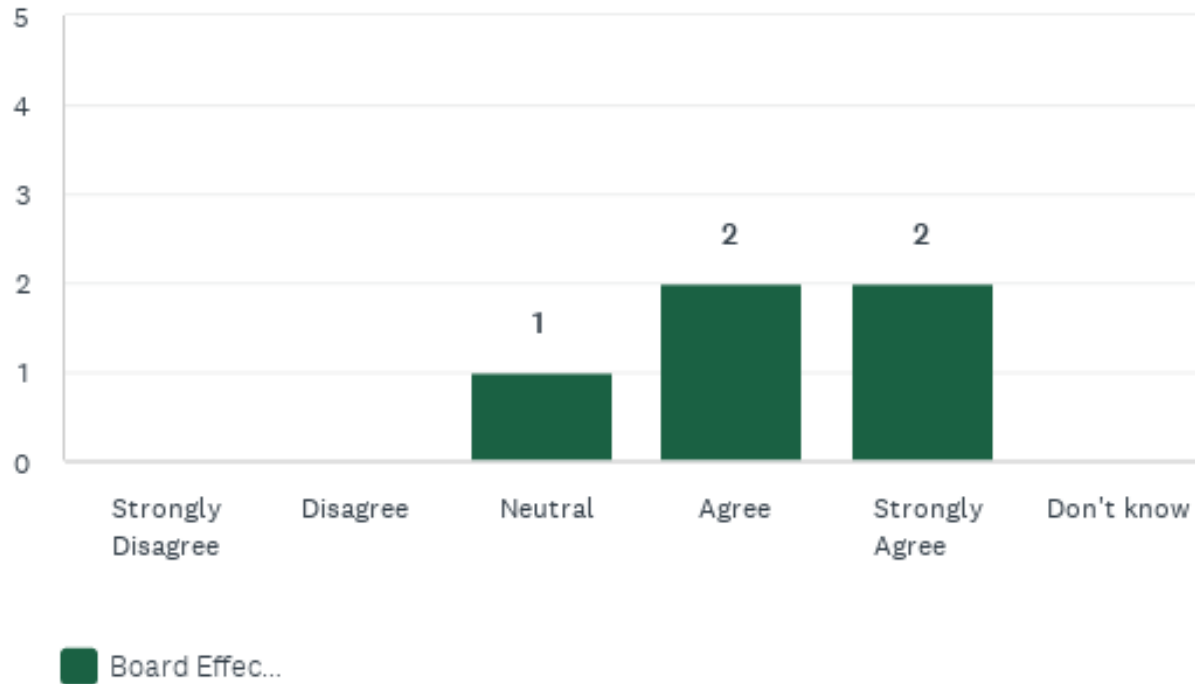
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q22: The Board has a formal plan for ongoing Board education.



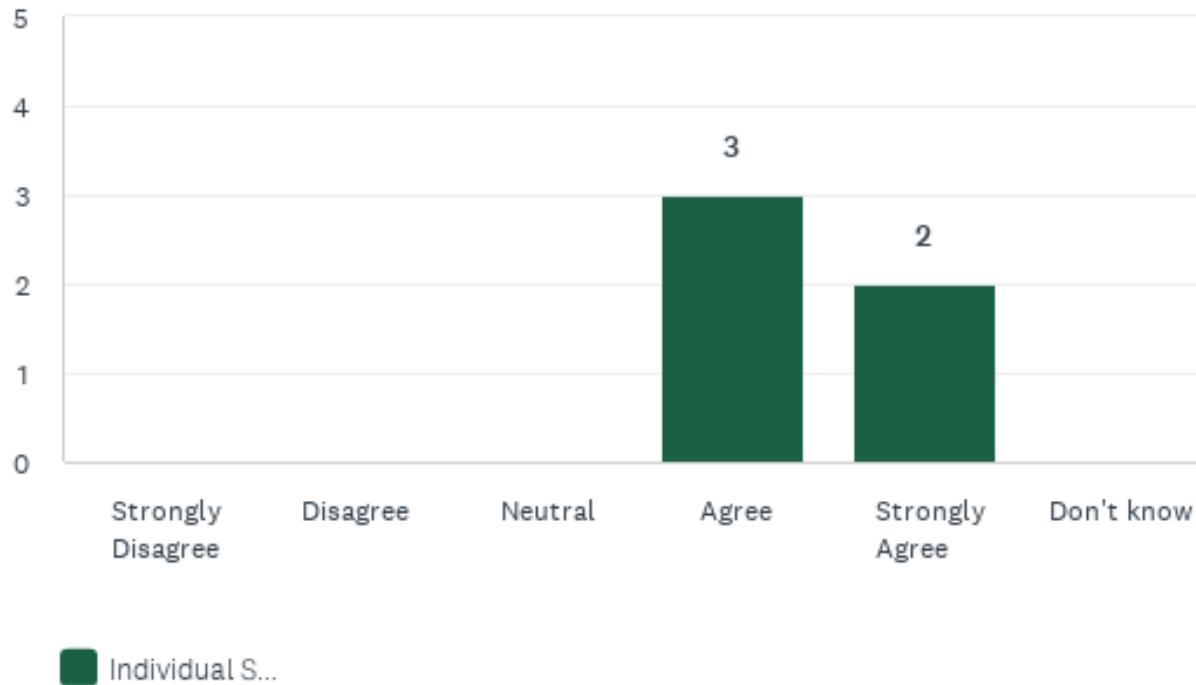
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q23: The Board has an effective orientation program in place for new Board members.



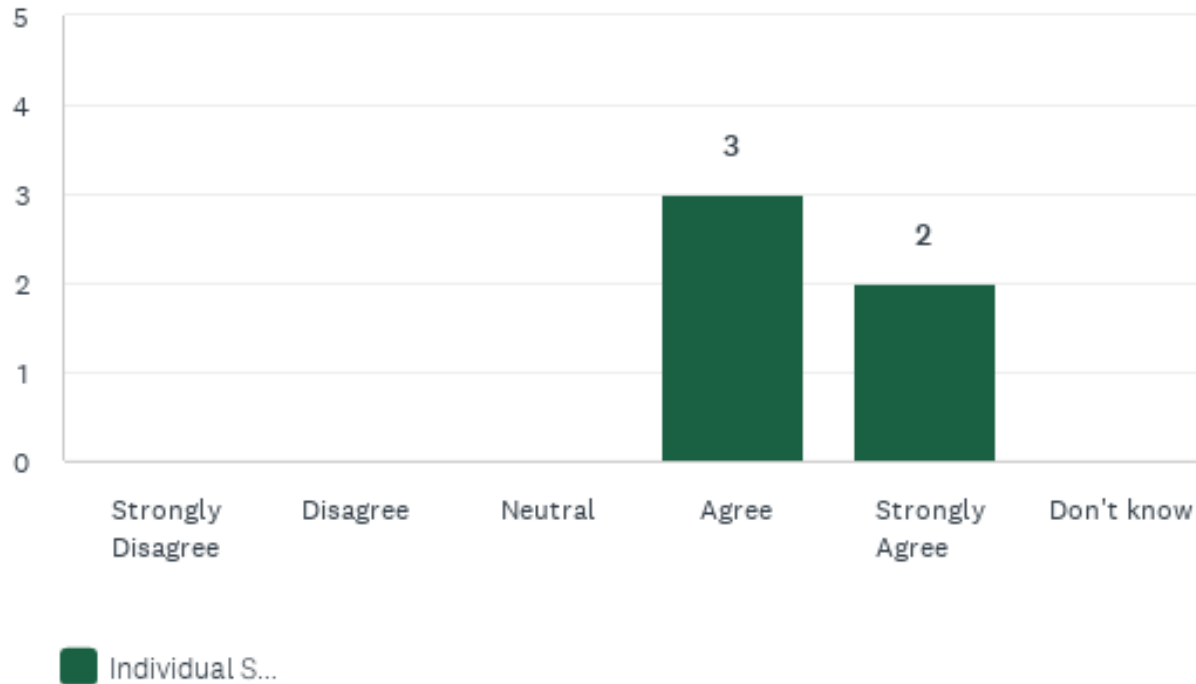
## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q24: I feel comfortable voicing opinions of concern to the Board regardless of how sensitive the issue may be.



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

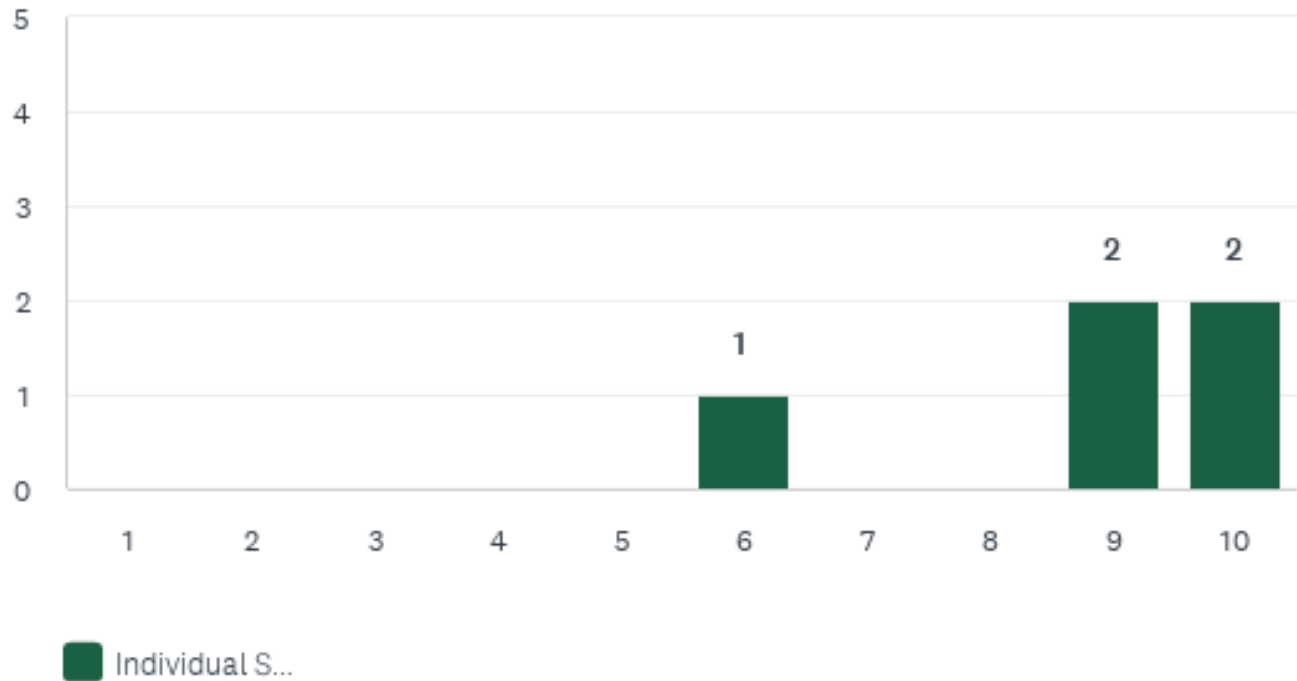
Q25: I am comfortable with the time commitment associated with Board and committee service (e.g., meeting frequency; meeting duration).





## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q26: On a scale of 1 to 10, my experience as a Board member has been positive, meaningful, and engaging (10 being the highest).



## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q26 (continued): Please explain your rating (regarding whether your Board experience has been positive, meaningful, and engaging).

- My time on the Board has exceeded expectations. (It) has been positive because of the relationships with other Board members and leadership, and (has been) rewarding because of the impact the health system has on the community.
- With the pandemic and meetings (being) virtual, my experience has been less engaging.
- High quality people (are) trying their best to set and maintain high standards.
- In my tenure I have seen the Board go from occasionally dysfunctional to highly functional, and I greatly appreciate the opportunity, as anyone would, of playing on a winning team.
- While I enjoy the work and the people and the mission, I'm not sure that I, personally, make a difference.

## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q27: What specific suggestions do you have for improving the effectiveness and efficiency of the Board or its committees?

- COVID has of course limited face to face interaction, but as restrictions subside it would be great to have more direct engagement with leadership, other Board members, (retreats, etc.) and hospital staff.
- Retreats (that) focus more on Board development, ideas and function(ing). Committees schedul(ing) meetings for the year based on goals/work plan for the year.
- I am still learning. At this time, I have no suggestions.
- Revisiting quarterly specific progress made against the strategic plan.
- I would like the organization to consider bringing people onto the committees from the outside. Where appropriate, this would bring new perspectives and the ability to brainstorm. It would also help with the recruitment of potential new members.

## Appendix B: TFHS 2021 Board Self-Assessment Detailed Results cont.

Q28: What additional information or education do you need to help you as a Board member?

- (I ) would always appreciate more information and direct feedback from our community on how the health system can better meet the needs of everyone. Would also appreciate more insights on how employees think the hospital can improve.
- (Identify) who (what group of people) are considered the underserved in our district (beyond those who need Behavioral health) and what community outreach is being done to assist with the improvement of their health.
- Continuing my “on-boarding” process .
- I would like to know more about the future state of health care delivery. I would like to hear topical presentations from people outside our team. I would like to hear management’s view of our SWOT.

## ORDER & DECORUM OF BOARD BUSINESS FOR ~~2020~~2022

### 1. PUBLIC PARTICIPATION IN BOARD MEETINGS

The public's participation in the affairs the health system's governance assists in understanding the public's input through the governing process and has value. Consideration will be given to this value while the Board Chair reserves the privilege to recognize members of the public. Board members assistance in calling attention to public members they desire to be recognized is encouraged.

A. Address the Board from the podium. Speakers are encouraged but not required to give their name and city of residence before addressing the Board. Speakers shall direct their comments to the Board, not the audience or staff.

B. Comment on specific matters before the Board with reasons for the position taken.

C. The Chair may, at his or her discretion, allow up to five (5) minutes for those who are serving as a spokesperson for a group or organization.

D. A speaker may not yield time to another speaker.

E. No individual may speak more than once during the Public Comment period or on an item on the agenda unless recognized by the Chair as having new information.

F. In the interest of civil discourse, the rules specified in this Order and Decorum of Board Business and Robert's Rules of Order, to the extent such Rules are not in conflict with the Brown Act, shall apply at all Board meetings. It shall be the responsibility of the Chair to ensure public comments are conducted in such a manner that avoids disruptive activity, promotes mutual respect, keeps comments focused on issues, and avoids personal attack.

### 2. PROMPTNESS AT MEETING TIME

Board members are requested to observe timely appearance at Board functions in respect to the public, staff and Board. With assistance of the Board Clerk, staff and other presenters will be scheduled in order to support the timely work of the Board. Board members are requested to notify the Clerk of the Board relative to their absence or anticipated late arrival as soon as such situation is known.

### 3. AGENDA ITEMS

No issues shall be placed on the agenda that are beyond the jurisdiction and authority of a California Health System Special District or that are non-essential to hospital district governance.

### 4. USE OF E-COMMUNICATION AT PUBLIC MEETINGS

Board members shall not use e-communication during a public meeting of the Board at which he or she is in attendance. In the event of an urgent family, a Board Member wishing

to respond to a telephone call or text message during the meeting shall do so during a recess of shall excuse him or herself from the meeting to place the return call or text in a manner that does not disrupt the meeting. E-communication is defined as “electronic text or visual communication and attachments distributed via e-mail, websites, instant messaging, text messaging, twitter or comparable services.”

#### 5. LAST MINUTE SUPPORTING DOCUMENTS

Last minute supporting documents by staff put Board members at a disadvantage by diluting the opportunity to study the documents. All late submission of supporting documents must be justified in writing stating the reasons for the late submission. The Clerk will notify the Board of late submissions and their justification when appropriate. Bona fide emergency items involving public health and safety requiring Board action will be excluded.

#### 6. REQUESTS FOR INPUT OR DIALOGUE

Requests by Board members during a meeting for the opportunity to speak, for public input, or for additional staff input, should be made through the Chair.

#### 7. INDIVIDUAL BOARD MEMBER AGENDA REQUESTS

All individual Board items should be discussed with the Chair and CEO before agenda review. All items will be reviewed for completeness. Sufficient supporting documents must be provided in a timely manner so that appropriate staff may become involved. Items must meet scheduling requirements. No more than two items per board member will be considered at a board meeting.

#### 8. ROLE OF THE PRESIDENT CHAIR

- Run meetings and associated duties within meetings
- Preside over ceremonial situations
- Committee appointments
- Approve agendas for completeness
- Speaks for the board to the media.

#### 9. BOARD VACANCIES

Board vacancies will be handled in accordance with applicable Government Code and Board of Directors Bylaws.

In the event a member of the Board of Directors vacates their position, remaining members of the District board may fill the vacancy either by appointment or by calling an election.

If the board chooses to appoint, the board may:

1. Appoint an individual of its choosing, or;
2. Seek candidates from which to make a selection.

If the board fails to act within ninety (90) days, the County Board of Supervisors may appoint the position.

## CULTURE: EXPECTATIONS REGARDING ORGANIZATIONAL CULTURE

### EXPECTATIONS OF BOARD MEMBERS

- A. Always focus on what is best for Tahoe Forest Hospital District, represent the Hospital.
- B. Maintain good board relationships and visibly demonstrate respect for, and fairly represent each other.
- C. Be sensitive to your public image and conduct at all times.
- D. Be respectful, open, candid, honest and fair:
  - 1. Explain your perspective, rationale and reasoning.
  - 2. Remember that respect for debate, differing opinions and reasoning mitigates polarization.
  - 3. Demonstrate that it is fine to disagree but not be disagreeable.
  - 4. Don't be inhibiting or limiting.
  - 4. Value the staff as individuals and demonstrate mutual respect.
  - 5. Let staff know of questions you have on an agenda item or staff's recommendation with grace.
- E. Do your homework, be prepared when bringing an item to the Board, be as concise as possible, and don't repeat comments made by another Director.
- F. Recognizing that the Board is the staff's first priority:
  - 1. Provide clear direction to the President & CEO,
  - 2. Prioritize the level of importance of issues and feel free to go directly to the President & CEO or the Executive Team.
  - 3. Go to the President & CEO's office and/or Executive Team and not to a front line employee on any issue, especially as it relates to committee meeting business
  - 4. Recognize that discussions with staff are welcome but do not constitute policy direction, which only comes from the full Board.
  - 5. Recognize the sensitivity of personnel matters, direct all personnel concerns or complaints to the President & CEO's office and do not publicly discuss them. No Surprises. Keep each other informed through the President & CEO and/or Board Chair.

### EXPECTATIONS OF STAFF

- A. Provide good services and show respect to the public.
- B. Present good staff reports: pros and cons
  - 1. Give pros and cons, alternatives, and a recommendation.
  - 2. Present accurate and quality visuals.
  - 3. Do not raise more questions than you can answer in a staff report.

4. Stay well organized and manage the time.
- C. Apprise the Board in advance of:
1. Meetings and special projects within the District.
  2. Any controversial issues or conversations; don't surprise the Board, especially on any "hot button" issues.
  3. Any "bad news."
  4. Deadlines that are slipping and why.
  5. Problems facing the staff.
- D. Set realistic deadlines, be proactive with regard to issues that need resolving, and produce timely documents.
- E. Work cooperatively, demonstrate cooperation among staff, support each other, and be sensitive to each other's workloads.
- F. Be loyal to the Hospital and be sensitive to your public image and conduct at all times.
- G. Feel comfortable communicating with Board members.
- H. Do not participate in political activity while on duty or on TFHD campus.

Approved: February 24, 2022

---

Board Chair & Board Members



# Board Education Topics



# Sample Annual Board Topics Calendar

1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Fiduciary Approvals</b>			
<ul style="list-style-type: none"> <li>▪ External Audit</li> <li>▪ Board Evaluation &amp; Goal-setting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investment Philosophy</li> <li>▪ Quality Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic Plan</li> <li>▪ Board &amp; Committee Appointments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Budget</li> <li>▪ Capital Plan</li> <li>▪ CEO Performance Evaluation &amp; Goals</li> </ul>
<b>Strategic, Generative &amp; Educational Topics</b>			
<ul style="list-style-type: none"> <li>▪ Health Industry Trends</li> <li>▪ Ambulatory Strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Physician Alignment</li> <li>▪ Patient Experience</li> <li>▪ Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Population Health Management</li> <li>▪ Competitive / Market Analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Governance Best Practices</li> <li>▪ Community Benefit / Health Needs</li> </ul>
<b>Agenda Items at Every Meeting</b>			
<ul style="list-style-type: none"> <li>▪ CEO Hot Topic Update</li> <li>▪ Consent Agenda</li> <li>▪ Session (with CEO and without CEO)</li> <li>▪ Credentialing (if required)</li> <li>▪ Deep Dive (e.g., Quality)</li> <li>▪ Strategic Dashboard Results</li> </ul>			

# Sample Board Education Topics

- Health Care Industry Trends
- Disruption and Innovation
- Value-Based Care
- Diversity, Equity and Inclusion
- Population Health Improvement
- Clinical Integration
- Strategic Partnerships / M & A
- Patient Experience
- Consumerism
- Demographic Trends
- Branding
- Enterprise Risk Management
- Ambulatory Care Strategies
- Retail Strategies
- Cybersecurity
- Health Information Technology
- Conflicts of Interest & Independence
- Governance Effectiveness
- Physician Leadership and Engagement
- Talent Management / Recruitment / Retention
- Employee Engagement
- Crisis Management

**Which topics is the Board most interested in learning more about during 2022?**

\*Topics offered by

**I PROTEAN**

PK to add topics