



BOARD OF DIRECTORS
BOARD MEETING MINUTES

AGENDA ITEM	DISCUSSIONS/CONCLUSIONS	ACTIONS/FOLLOW-UP/ RESPONSIBLE PARTY
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PRESENT AT MEETING:	<p>Board Members: John Mohun, President; Larry Long, Vice President; Karen Sessler, M.D., Secretary; Dale Chamblin, Treasurer;</p> <p>Staff: Bob Schapper, Chief Executive Officer; Virginia Razo, PharmD, Chief Operating Officer; Crystal Betts, Chief Financial Officer; Judy Newland, CNO/IVCH Administrator; Terri Schneider, Medical Staff Services</p> <p>Others: Steve Gross, Legal Counsel; Gina Barta, M.D., Chief of Staff</p>	
1. Call to Order	Mr. Mohun called the meeting to order at 4:00 p.m.	
2. Roll Call	The Roll Call reflected that Board member Roger Kahn was absent.	
3. Clear the Agenda/Items Not On the Posted Agenda	The agenda was cleared. There were no changes made to the posted agenda.	
4. Input -- Audience Employee Associations	Audience input was asked, but none was offered.	
5. Closed Session:	The meeting proceeded into closed session at 4:02 p.m.	
A. Approval of closed session minutes of 4/22/14, 4/24/14, 5/05/14, & 5/15/14	A copy of the attachment is in the closed session packet.	<p><u>It was moved by Mr. Long and seconded by Dr. Sessler to approve the closed session minutes of 4/22/14, 4/24/14, as presented. Motion carried 4-0-1 with Mr. Kahn being absent.</u></p> <p><u>It was moved by Mr. Chamblin and seconded by Mr. Long to approve the closed session minutes of 5/05/14 & 5/15/14 as amended. Motion carried 4-0-1</u></p>



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		<u>with Mr. Kahn being absent.</u>
B. California Government Code Section 54956.9(d)(4): Deciding whether to initiate litigation (1 Case)	Mr. Gross joined the meeting for this agenda item. Discussion was held on a privileged legal matter.	
C. California Government Code Section 54956.9(d)(2): Potential Litigation (1 Case)	Discussion was held on a privileged matter.	
D. California Government Code Section 54956.9(d)(1): Existing Litigation (Nevada County Superior Court Case #TCU12-5324 v. TFHD) and (Nevada County Superior Court Case #TCU12-5255 v. TFHD)	Discussion was held on a privileged matter.	<u>The Board authorized settlement on Nevada County Superior Court Case #TCU125324. Mr. Schapper, CEO was authorized to execute agreement.</u>
E. Health & Safety Code Section 32155: Quality Report	Discussion was held on a privileged matter.	



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F. Government Code Section 54957: Chief Executive Officer Monthly Performance Evaluation	Discussion was held.	
G. Health & Safety Code Section 32155: Medical Staff Credentials	Dr. Barta and Ms. Schnieder joined the meeting for this agenda item. Dr. Barta presented the Medical Staff credentials as recommended for approval by the Medical Staff Executive Committee.	<u>It was moved by Dr. Sessler and seconded by Mr. Mohn to approve the Medical Staff Credentials items 1-6 on the Medical Staff Executive Committee agenda and listed in the closed session minutes, as presented and recommended for approval by the Medical Staff Executive Committee. Motion carried 4-0-1 with Mr. Kahn being absent.</u>
6. Dinner Break	A dinner break was taken at 5:45 p.m.	
7. Open Session Call To Order	Mr. Mohun called the open session to order at 6:10 p.m. The meeting reconvened into closed session at 6:12 p.m. The meeting reconvened into open session at 6:20 p.m.	
PRESENT FOR OPEN SESSION:	Board Members: John Mohun, President; Larry Long, Vice President; Karen Sessler, M.D., Board Secretary; Dale Chamblin, Treasurer; Staff: Bob Schapper, Chief Executive Officer; Virginia Razo, PharmD, Chief Operating Officer; Crystal Betts, Chief Financial Officer; Terri Schnieder, Director, Medical Staff Services;	



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	<p>Others Present: Steve Gross, Legal Counsel; Gina Barta, M.D., Chief of Staff</p>	
<p>8. Clear The Agenda/Items Not on the Posted Agenda</p>	<p>The agenda was cleared. No changes were made to the posted agenda.</p>	
<p>9. Input Audience</p>	<p>Audience input was asked. None was offered.</p>	
<p>10. Input From Employee Associations</p>	<p>Employee Associations input was asked, but none was offered.</p>	
<p>11. Medical Staff Report</p>	<p>Dr. Barta gave the Medical Staff Report. Attachment is in the packet.</p>	
<p>A. Approval of Medical Staff Consent Agenda</p>	<p>Dr. Barta presented the Medical Staff Report as follows:</p> <ul style="list-style-type: none"> • General Staff meeting will be held on 6/4/14, at The Lodge at Tahoe Donner. Ms. Betts will provide a “Financial Update”. • Medical Staff Family Picnic will be held on 9/7/14. • Next General Staff meeting will be held on 9/25/14. • Dr. Coll continues to work on the Medical Staff Strategic Plan development and execution. • Dr. Keats has resigned as the Medical Director of Information Technology. • Demonstration of CPSI Phys Doc is planned. • Mr. Sturtevant provided construction update. • Nancy Lancaster, RN, was chosen as Nurse of the Year. • Mr. Mohun updated the MEC on Board business. • Department and Committee chairs updated the MEC on their meeting activity. • Bylaws are being revised, pending ballot approval from the active staff. 	<p><u>It was moved by Dr. Sessler and seconded by Mr. Long to approve agenda items 1-4 on the Medical Staff Consent Agenda. The motion was passed 4-0-1 with Mr. Kahn being absent.</u></p>



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	<ul style="list-style-type: none"> Consent Agenda items were reviewed. 	
<p>12. Consent Calendar: A. Minutes of Meetings of: 4/22/14, 4/24/14, 5/05/14 B. Financial Report – April 2014</p>	<p>Mr. Mohun asked if there were any items that need to be pulled from the consent calendar;</p> <p>A brief Financial Report was provided. The following was noted:</p> <ul style="list-style-type: none"> Improved cash position; Volumes are reduced; Cash collections were 110% of target; Jacobus and staff continue to work on the revenue cycle project. 	<p><u>It was moved by Dr. Sessler and seconded by Mr. Long to approve Consent Agenda items 12 (A)-(B)</u> <u>A roll call vote was taken:</u> <u>Dr. Sessler, Aye,</u> <u>Mr. Mohun, Aye,</u> <u>Mr. Long, Aye,</u> <u>Mr. Chamblin, Aye,</u> <u>Mr. Kahn, absent</u> <u>The motion was passed 4-0-1.</u></p>
<p>13. Jacobus Consulting Presentation</p>	<p>Keri Whitehead, Jacobus Consulting, provided a presentation, “The Jacobus Service & Strategy”. The agenda includes the following:</p> <ul style="list-style-type: none"> TFHS vs. Other Clients: Overview of Assessment Phase Jacobus service & strategy Key performance indicators and metrics Conclusion <p>Overview of Assessment Phase:</p> <ul style="list-style-type: none"> An assessment was performed of the Revenue Cycle process. Many opportunities for improvement have been 	



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	<p>identified. Nothing vastly different from other clients.</p> <ul style="list-style-type: none"> • The staff is very open and receptive to change. They are to be commended for wanting and being eager to learn. <p>Strategy: People</p> <ul style="list-style-type: none"> • Review revenue cycle organizational structure • Interconnectivity between revenue cycle pillars • Interim changes in leadership in Patient Financial Services and Revenue Cycle • Focus on customer service at patient entry points. • Continued education and training. • At TFHS, all the stakeholder meetings are very well attended and participatory <p>Strategy: Process</p> <ul style="list-style-type: none"> • Measuring key performance indicators by pillar • Standardizing workflows through Business Process Modeling • Recommended best practice with redesigned workflow related to charge description master maintenance, charge processes, and billing processes <p>Strategy: Technology</p> <ul style="list-style-type: none"> • Evaluating/Enhancing CPSI • Quick fix system improvements related to automated resolution for claim edits, redesign of skilled nursing facility billing and interoperability of systems to enhance process. NTT vendor in the ECC was new. • There are pre billing auditors that monitor charges. There needs to be charge capture to be able to bill for 	
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	<p>every service provided.</p> <ul style="list-style-type: none"> • Charge entry is manual. • 5 EMRs complicates charge capture. • ABNs are not always consistent <p>Key performance Indicators and metrics</p> <ul style="list-style-type: none"> • The main goal of the revenue cycle performance improvement is to increase cash and reduce AR days. • In April, days in A/R were 72.7 days, decrease of 6.9% days from March and cash collection at 110%. • In May, expect days in A/R 69 days or better, trending at expected decrease of 3.2 A/R days from April month end and cash trending at 109% or approximately \$738K. . <p>In conclusion:</p> <ul style="list-style-type: none"> • There are benefits from all of the efforts thus far. Jacobus will continue to partner with CFO and the revenue cycle teams in order to accomplish objectives as determined by key financial/performance indicators. • The partnership has produced tangible results in terms of cash flow and will continue to produce intangible results in terms of the patient experience at TFHS. <p>Question was raised regarding the goal for days in A/R? Jacobus is not prepared to determine a target at this point and it needs more analysis. There are many variables including payer mix, inpatient, outpatient, and looking at the book of business.</p> <p>Work is underway with financial counselors to provide better up front out of pocket expenses for patients. The times are</p>	
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	<p>changing and with the larger deductible plans, estimates will be harder than ever.</p>	
<p>14. Executive Officer’s Report A. Chief Operating Officer’s Report B. Chief Nursing Officer’s Report C. Incline Village Community Hospital Administrator’s Report</p>	<p>Mr. Schapper provided the Chief Executive Officer’s Report as follows:</p> <ul style="list-style-type: none"> • The Town Halls were completed with very good responses from the employees. • A study of 22 hospitals that are similar to TFHD has been completed. The study compared inpatient volumes, outpatient volumes, and adjusted patient days. It was noted that we are well below average on the revenue side. We are also not as expensive as the other facilities. In comparison to Barton Hospital, we sit at the 38%, Barton is 88% higher priced for the top high volumes procedures. • At the General Medical Staff meeting on 6/4/14, Ms. Betts will provide a “Financial Update”. • CHA is working with USC to co sponsor a Physician Leadership program. Mr. Schapper has approved Dr. Coll to attend in her role as the Medical Director of Strategic Planning and Innovation. The program is 7 2-day sessions. • Carl Gerlach continues to work on financial forecasting and will be done by the end of summer. • HFAP survey is due. John Mohun, Board President and medical staff leadership may be asked to participate in interviews. <p>Ms. Razo provided the Chief Operating Officer’s Report:</p> <ul style="list-style-type: none"> • Work continues with the Med Tech Council and Medical Staff Quality Committee on IT optimization to refine EMR plans moving forward. 	



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	<ul style="list-style-type: none"> • Work continues with the management team on cost reductions. • Cost reduction plans continue to move forward. • Unfortunately, Sanderling was planning to open an outpatient dialysis clinic in Truckee; however, the Sanitation District has limitations on disposal of the waste products. Originally, Sanderling was looking to partner with TFHD for possible emergency and inpatient dialysis. Sanderling is current looking at other options. • Eileen Knudson, R.N., continues to work on patient navigation associated with the Cancer Center. We will also look to expand and identify other patient navigation for the major service lines including primary care coordination. , work on project with patient navigation, associated with cancer Centers, we are going to expand and identify navigation services for the major service lines in primary care coordination. <p>Ms. Newland provided the Chief Nursing Officer's Report:</p> <ul style="list-style-type: none"> • No additional to report in addition to her written report for TFH. • For IVCH, A Foundation and Donor luncheon is scheduled for 5/28/14. • Additionally, Dr. Zell is planning to start at the MSC Office at IVCH on 7/1/14. 	
<p>15. Presentations/Staff Reports</p>		
<p>A. Marketing Report</p>	<p>Ms. Thomason reported that she does not have anything further to add to her written report. She noted that the 3rd Edition of the Health System Magazine has been disseminated. This edition</p>	



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	focuses on the “new” normal. Signage has been installed for Briner Imaging parking. Lynn Larson was invited for a photo.	
B. Approval of Health Health/Hospice Annual Report	Pulled from the agenda. Report next month.	
C. Foundation Report	Ms. Simon provided the Foundation Report. She thanked the physicians and staff who participated in the Best of Tahoe Chefs. The gross proceeds are estimated at \$200,000. She is also working with Caroline Ford and the physicians on coming up with champions to support other initiatives related to the Wellness Neighborhood. This is one of the Medical Staff’s strategic initiatives.	
16. Board Committee Reports/ Recommendations		
A. Quality Committee – 4/23/14	<p>Dr. Sessler provide the Board Quality Committee Report as follows:</p> <ul style="list-style-type: none"> • Jeff Rosenfeld, Project Coordinator, provided a demonstration of the publically reported quality metrics available for TFHD. It is important to recognize that the currently displayed data is over a year old. Many of the metrics being reported for TFHD are low volume or not sufficient data to report. Some of the websites are privately owned and to be able to gain access on how the data was collected, monies are required to participate in their programs. • Dr. Standteiner, Medical Director of the Hospitalist Program, Trish Foley, Patient Advocate and Tammy Melrose, RN, received a scholarship to attend a 4-day Patient and Family Centered Care Conference and provided an update to the Committee. 	



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<p>B. Retirement/Personnel Committee – 5/21/14</p>	<ul style="list-style-type: none"> • The Board Quality Committee goals were discussed. <p>Mr. Long provided the Retirement/Personnel Committee Report as follows:</p> <ul style="list-style-type: none"> • The market financial indicators are reviewed each quarter. The Committee continues to watch the employee investments available. • Mr. John Chambers as aligned himself with a new employer and has agreed to the same services he has supplied at the same rate. Ms. Betts reported that we need to assess the market and is working with a consultant and possibly considering an RFP to make sure we have the best financial advisor services. • There are changes in the Auxiliary. The financial fund raisers, including management of the TFH Gift Shop, will be managed by the Foundation office. Volunteer services will be unchanged. • Personnel Policies were reviewed. • CEO succession plan reviewed. • An employment engagement survey will be sent out to all employees in September. 	
<p>17. Items for Board Discussion And/ Or Action</p>		
<p>A. Resolution Determining To Consolidate The Hospital District General Election with the Statewide General Election and Authorizing the Canvass of Returns by The</p>	<p>The Resolution was reviewed. It was noted that it is common to consolidate elections with the counties.</p>	<p><u>It was moved by Dr. Sessler and seconded by Mr. Long to Approve the Resolution 2014-01 Determining to Consolidate the Hospital District General Election with the Statewide General Election and</u></p>



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<p>Respective Boards of Supervisors of Placer and Nevada Counties, California</p>		<p><u>Authorizing the Canvass of Returns by The Respective Boards of Supervisors of Placer and Nevada Counties, California.</u> <u>A roll call vote was taken:</u> <u>Dr. Sessler, Aye,</u> <u>Mr. Mohun, Aye,</u> <u>Mr. Long, Aye,</u> <u>Mr. Chamblin, Aye</u> <u>Mr. Kahn, Absent,</u> <u>The motion was passed 4-0-1.</u></p>
<p>B. TFHD Board Selection of Candidate for the Special District Representative for the Local Agency Formation Commission</p>	<p>The Election for Board selection of a candidate for the Special District Representative for the Local Agency Formation Commission was reviewed. The candidates included the following:</p> <ul style="list-style-type: none"> • Susan Danils; • Fredric Gillbs; • Ron Treabess (current incumbent) 	<p><u>It was moved by Dr. Sessler and seconded by Mr. Chamblin that the Board select Ron Treabess as the Candidate for the Special District Representative for the Local Agency Formation Commission. In addition, direct the staff to case the ballot on the Board's behalf.</u> <u>A roll call vote was taken:</u> <u>Dr. Sessler, Aye,</u> <u>Mr. Mohun, Aye,</u> <u>Mr. Long, Aye,</u> <u>Mr. Chamblin, Aye</u> <u>Mr. Kahn, Absent,</u> <u>The motion was passed 4-0-1.</u></p>



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<p>C. Televising Future Board Meetings – Discussion</p>	<p>Ted Owens, Director of Community Development was present for discussion. Mr. Owens is analyzing the possibility of televising and live video streaming of meetings in the community. He will be drafting a follow up report to what he prepared last year. A letter was received from Pat Davison, Executive Director from the Contractors Association of Truckee Tahoe (CATT) which prompted Mr. Owens to revisit this initiative. There are several options including using a community facility who already has the technology and capacity for meetings like the School District, the Town of Truckee, or the Truckee Airport. Concern was expressed about facilities that are too far from the TFHS campus and whether physicians who are on call would be able to participate if the meeting was not on the hospital campus. The current Eskridge Conference room is not conducive to an infrastructure including televising and streaming. The projected cost of archiving will also be included in Mr. Owens revised report. Ms. Davison reported that CATT's position is that there needs to be improved level of information available in the community.</p> <p>The Board supported the concept and asked Mr. Owens to prepare a follow up report. Question was raised about where the funding would come from. If this is a collaborative with other community entities then no one company will be responsible and the funding could be shared. The Board reported that they are in favor of further exploration and the need for transparency is acknowledged.</p>	<p><u>Agendize for the June Board meeting.</u></p>



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18. Agenda Input For Upcoming Committee Meetings	<ul style="list-style-type: none"> • Televising meetings to go to Governance Committee. • Service Line contract renewal for Therapies from Ms. Razo. • Personnel Committee will be meeting in June. • Finance meeting in June. • 6/5 Foundation meeting. 	
19. Items for Next Meeting	<ul style="list-style-type: none"> • Televised meetings; • Board self assessment goal, 6 month review 	
20. Board Members Reports/Closing Remarks	Dr. Sessler reported that there are college level courses available over the Intranet through John Hopkins related to the Science in Safety in healthcare that are very well done.	
21. Closed Session Continued, If Necessary	The meeting reconvened into closed session at 8:20 pm.	
22. Open Session	The meeting reconvened into open session at 8:20 pm.	
23. Report of any Reportable Actions Taken in closed session		
24. Adjourn	The meeting adjourned at 8:30 p.m.	

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