



TAHOE FOREST HOSPITAL DISTRICT

# Special Meeting of the Board of Directors

Jun 10, 2015 at 03:00 PM - 06:00 PM

Eskridge Conference Room

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# Meeting Book - 2015 Jun 10 Special Meeting of the Board of Directors

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TAHOE  
FOREST  
HOSPITAL  
DISTRICT

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

## AGENDA

Wednesday, June 10, 2015 at 3:00 p.m.

Eskridge Conference Room,

Tahoe Forest Hospital, 10121 Pine Avenue, Truckee, CA

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA** ◆

**4. INPUT – AUDIENCE**

This is an opportunity for members of the public to address the Board on items which are or are not on the agenda. Please state your name for the record. 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.

**5. INPUT FROM EMPLOYEE ASSOCIATIONS**

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes.

**6. CLOSED SESSION:**

**6.1.** Health & Safety Code Section 32106: Trade Secrets – Initiation of New Services or Programs – Estimated Date of Public Disclosure is 06/01/16

**7. OPEN SESSION**

*Scheduled item commencing at 5:00 p.m.*

**7.1. CEO Search**..... ATTACHMENT

The Board will review a draft Chief Executive Officer job specification compiled by HFS Consultants.

**8. REPORT OF ACTIONS TAKEN IN CLOSED SESSION**

**9. ITEMS FOR NEXT MEETING**

**10. BOARD MEMBERS REPORTS/CLOSING REMARKS**

**11. MEETING EFFECTIVENESS ASSESSMENT**..... ATTACHMENT

The Board will identify and discuss any occurrences during the meeting that impacted the effectiveness and value of the meeting.

**12. ADJOURN**

*The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is June 30, 2015, 11603 Donner Pass Rd., Truckee, CA. A copy of the Board meeting agenda is posted on the District’s web site ([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.

**CHIEF EXECUTIVE OFFICER**  
**TAHOE FOREST HEALTHCARE DISTRICT**  
**TRUCKEE, CALIFORNIA**



**THE ORGANIZATION**

Tahoe Forest Healthcare District is a thriving, comprehensive medical system centered in Truckee, California. The Tahoe Forest Hospital District is in portions of Placer and Nevada Counties with approximately 39,600 full time residents. Seasonal influxes increase the population to nearly 70,000 or more people, due to year-round tourism and a significant population of second homeowners.

The District operates Tahoe Forest Hospital, a Critical Access Hospital in Truckee, California and Incline Village Health Center in Incline Village, Nevada, also a CAH. The Truckee facility has 25 acute nursing beds and 36 skilled nursing beds. There are four acute care beds in Incline Village. There are 14 emergency treatment beds in Truckee and seven in Incline Village. The Incline Village Health Center is located outside the District boundaries and was acquired by the District in 1996. The hospital and the quality of healthcare services provided are very well regarded by patients, staff, community and physicians. The Centers for Medicare & Medicaid Services (CMS) recently awarded its first star ratings to hospitals based on patient satisfaction. Tahoe Forest Hospital was one of the few hospitals nationally that received an **exceptional 5 star rating for Patient Satisfaction.**

The medical staff consists of 111 physicians of which 58 are active members and all are Board Certified. Active medical staff members are the primary admiters to the health facility with more than half of the admissions entering through the emergency department. There are more than 25 specialties and sub-specialties represented on the medical staff.

The District also operates a health service satellite facility located in Tahoe City which provides Laboratory and Physical Therapy. Tahoe Forest Hospital also offers wellness programs which provide a combination of clinical and educational services. Laboratory services at the hospital and satellite operations located at Tahoe City and Incline Village are accredited by the College of American Pathologists. The Home Health services offered by Tahoe Forest Hospital include home intravenous therapy, post-surgical care, colostomy care, and newborn care including, photo-therapy, social services, nutrition counseling, and occupational, speech and physical therapies, and a certified Hospice program. The District also operates a retail pharmacy and a children's day care center, both located adjacent to Tahoe Forest Hospital.

Tahoe Forest Healthcare District is the first official site beyond Sacramento where the U.C. Davis School of Medicine trains its medical students as the next generation of rural physicians. This is a unique and valuable partnership with a major academic medical center.

The District operates on a June 30 fiscal year and has been profitable for 16 of the last 17 years. Fiscal year 2013 reflects a net loss due to the District's decision to write down the carrying value of some previous investments/assets which were treated as impairment losses on the Income Statement. Fiscal year 2014 reflects net operating revenues of \$114.4 million, and net income of \$19,000; with a payer mix of 34% Medicare, 13% Medi-Cal, 45% commercial/managed care, and 8% self-pay/other. The District received approximately \$5 million dollars in tax revenues. In addition, fiscal year 2014 reflects Days in Net Accounts Receivable of 71.6 days, and 164 Days Cash on Hand (\$50.9 million). There are several financial challenges facing the organization including: 1) Increased competition from free standing lower priced outpatient lab and imaging services in the Reno market, 2) Outmigration to Reno and Sacramento, 3) Continued shifting of the payer mix (fiscal year 2015 reflects 36% Medicare, 18% Medi-Cal, 43% commercial/managed care, and 3% self-pay/other), 4) Increased expenses due to labor costs and inflation, 5) Ongoing contracting with payers, 6) Very large seasonal revenue cycles, and 7) Impacts from the Affordable Care Act. Presently, for fiscal year to date 2015, the District reflects a net loss of \$490,000, Days in Net Accounts Receivable are 42 days, and 154 Days Cash on Hand (\$50.8 million).

Six years ago the community approved, by a large 72% margin, a \$98 million general obligation bond measure for necessary seismic upgrades, the overhaul of the ED, and the construction of a cancer center. Of note in the financial information is \$5+ million in non-cash depreciation due to the completion of \$80 million in new construction projects, with \$18 million yet to be completed.

The District has approximately 492 full time equivalents, 791 employees, two in-house organized employee bargaining units, one representing the licensed employees (RNs, Pharmacists, Respiratory Therapists, etc.) and one representing non-licensed employees. Like most hospitals, Tahoe Forest Hospital District struggles with recruiting and retaining clinical staff in key areas. The average age of the employees is 48 years old.

More information on Tahoe Forest Hospital District may be found on the hospital's web site.

- [www.tfhd.com](http://www.tfhd.com).



## THE COMMUNITY

The hospital is located in Truckee, California, a world class resort destination. Truckee has a population of approximately 14,000 people, and is growing. The economy is primarily based on tourism and recreational activities. The Tahoe Forest Hospital is the largest employer in Truckee. There are nearly unlimited recreational opportunities available in the area for every season. There are over 9,000 housing units in the area with a current median list single family home price of approximately \$650,000. The town combines the advantages of a rural environment with small town friendliness, and the availability of metropolitan offerings available in nearby Reno, Nevada and Sacramento, California. Members of the interviewed administration, hospital staff, and medical staff universally described the atmosphere as welcoming to newcomers, very friendly, and a wonderful place to live and raise a family. More information about Truckee is available on the web site

- [www.truckee.com](http://www.truckee.com).

The District is a political agency and collects property tax revenues annually based upon the assessed value of taxable real property located within District boundaries. The District is able to use its tax revenues for general operating purposes.

The sun shines at Lake Tahoe during 75 percent of the year or at least 274 days. Except for periods of heavy snowfall, the climate is dry. The average temperature in January ranges from 18 to 36 degrees. In July, the average maximum temperature is in the 80's with little humidity.

Additional information may be found at:

- [www.tahoestbest.com](http://www.tahoestbest.com)
- [www.aboutlaketahoe.com](http://www.aboutlaketahoe.com)





## THE POSITION AND OPPORTUNITY

### Responsibilities

The Chief Executive Officer (CEO) provides leadership, direction and coordination of all aspects of Tahoe Forest Healthcare District (TFHD). In conjunction with the Board, the CEO will plan, organize, direct and manage the current operations, future growth and program development for the organization, while ensuring responsible use of fiscal, human and physical resources.

The individual is responsible for insuring that TFHD delivers high-quality, cost effective care to the communities it serves and for coordinating the development of services and facilities to fulfill the District's mission and obligations. This position acts as the duly authorized representative of the Board of Directors in matters related to the medical staff and the District communities.

The CEO must provide strategic leadership to ensure the organization remains responsive to the community it serves. This individual must remain up-to-date on industry trends and be aware of local, regional, statewide, and federal issues that have an impact on TFHD. This individual must keep the Board informed on issues and matters of public policy as well as specifics about the operations of the institution.

To ensure the continued provision of high quality services, the CEO must have positive working relationships with medical staff members based on trust and partnership. It is critically important that the CEO have excellent employee relations skills. The CEO must be involved and highly visible in the community.

The CEO should engage with employees at all levels, attend all Board meetings and subcommittee meetings, and actively participate in a variety of medical staff meetings and committees. The focus of this participation is to foster open communications and teamwork between the medical staff and the hospital. Outside the hospital, the CEO should be active with community groups, the Hospital Foundation, professional associations and others as necessary.

### Goals, Objectives and Challenges

The successful Chief Executive Officer is expected to:

1. Provide strong executive leadership for Tahoe Forest Hospital and its related organizations as the sole provider of community based healthcare in the region. The successful CEO will lead by example and be action oriented. **TFHD's mission is: "Devoted to Excellence- Your Health, Your Life—Our Passion". Their Vision is: *To be the best mountain community health system in the nation.***
2. Provide strategic leadership which results in a dynamic organization that is responsive to the needs of the community and financially successful. This will require a high degree of community involvement and interaction. She/he will have a passion to serve the health care needs of local communities. Note that THFD serves multiple counties, two states with different reimbursement mechanisms, and a community that while "rural" is very sophisticated.
3. Provide proactive development, communication and maintenance of strategic direction and long range plans (construction, human resources, capital resources, financial, etc.) which are designed to meet the needs of the community in an affordable and high quality manner. The CEO must be able to recognize when to compete and when to collaborate. The CEO must be adaptable to change, but recognize the many strengths of the organization and not make changes just for change's sake.
4. Develop positive working relationships with the medical staff based on trust and determine how to better meet the medical staff and hospital's needs. With the medical staff, evaluate the need for, and create a strategy and action plan for physician recruitment to keep pace with the community's needs.
5. Physician "alignment" is a particularly important issue. There is division amongst the medical staff and the community about emphasis on "basic services" or "specialty" programs. The Multi-Specialty Clinic (MSC) and Tahoe Truckee Medical Group are the two major physician organizations and represent different opinions on many issues. The Board and medical staff are currently exploring different models to more effectively optimized the relationship between the physicians and TFHD.
6. Establish methods which will foster the achievement of hospital goals and objectives and support the efficiency and effectiveness of all operations through proper communication, coordination and accountability. Explore and pursue opportunities to partner with community organizations, service providers, and others to maximize health generating activities and avoid duplication of effort.
7. Establish both personal and professional credibility with the Board, medical staff, employees, community, and the various constituencies affiliated with the organization based on trust and mutual support. Evaluate the existing organization for opportunities to utilize all resources optimally and maintain a culture of accountability throughout all levels of the organization. The last year or more has been a challenging time for the organization and the new CEO must lead a healing process.



### Qualifications and Characteristics

The ideal CEO must have a combination of leadership, human, business, political, facilitative and decision making abilities, industry knowledge and a customer service orientation. The following are additional key traits and skills needed:

1. The CEO will possess the highest standards for honesty, ethical behavior, respect for others, community engagement and collaboration. They will understand and be dedicated to “transparency” in their leadership and management style.
2. The successful candidate will embrace the unique characteristics and mission of Tahoe Forest Hospital. He/she will have a passion for the community served, work with the community and accept the challenge of managing a sole community provider hospital in this unique mountain resort community.
3. She/he must possess excellent communication skills embracing open, honest dialog and interaction at all levels. This includes the Board, the community, the licensed and non-licensed employees, the medical staff as a group, and individual physicians, etc. He/she must be able to make tough decisions, and take responsibility for same.
4. The successful candidate will have excellent employee relations’ skills, enjoy working in a smaller organization where he/she needs to roll up his/her sleeves, be accessible, visible, open, friendly, outgoing, straight-forward and fair in dealing with staff. A history of “rounding” in the clinical and public areas of the hospital is important.
5. This executive will have a successful track record of working with medical groups and individual doctors. Experience with medical service organizations (MSO) will be necessary.
6. He/she must have a strong financial and fiscal orientation with good business skills, and work collaboratively with the CFO. Tahoe Forest Hospital is a unique organization- it is a Critical Access Hospital, it has a very sophisticated Cancer Center (<http://www.tfhd.com/os-cancerprogram.asp>), a very large outpatient program, and operates in a complete environment which included Reno and Sacramento.
7. Experience working in a rural healthcare setting will be advantageous but the successful candidate will ideally also have experience working at a larger facility and be familiar with best practices across industry spectrums.
8. The ability to quickly establish personal and professional credibility with various internal and external constituencies will be essential, including the Board, the physicians, employees, management and the community.
9. The CEO will have a management and leadership style that is comfortable with delegation, has high standards for accountability, and is creative. This person will need to be a “coach” and a “cheerleader”.
10. The CEO will need to embrace change and lead the organization to accomplish the District’s mission, and serve the “greater good”. At times this will require making decisions and implementing actions that may be unpopular with some constituencies.

11. He/she must be diplomatic, unflappable, compassionate, have excellent listening skills, a positive approach, a sense of humor, and an ability to accept criticism. Must be flexible, energetic and able to manage multiple projects at one time and work toward established goals with a sense of immediacy. She/he will know how to get people unified behind a business mission and mobilized around specific initiatives. They will be a trustworthy, direct and to-the-point ethical professional who engenders confidence.
12. The candidate and their family must want to live in the District. The Board would like the individual to put down roots in the community. Someone who enjoys getting involved in community activities will meet with the greatest success.
13. The District is governed by a five member publically elected Board. Prior experience working in a public or District setting would be very beneficial. An understanding of California's "Brown Act" Is imperative.

### **Education and Experience**

To be considered, candidates must have a combination of education and experience that will provide the knowledge, skills and abilities appropriate to the position. An undergraduate degree and an advance degree (MHA or MBA) are required. At least seven (7) years direct experience in hospital administration, preferably in a district hospital, is essential.



### **PROCEDURE FOR CANDIDACY**

In confidence, please forward résumés and salary requirements, or nominations, as soon as possible to:

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