



Board Informational Report

By: Harry Weis
CEO

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As this has been my second winter here, it has been insightful to hear from many area residents who have lived here for more than 25 years as to just how unique our latest winter has been. One key question is are we on a trend of ever toughening winters for a few more years?

As a health system, we'll have some special work to do during the summer to better prepare for future outages, make general repairs and to also prepare for next winter.

We are very happy to share we have received the Temporary Occupancy Permit from the state for our Joseph Family Center for Women and Newborn Care. We still have to prepare for an additional inspection from the state before the new patient care site is fully approved. It has taken much longer than anticipated for all state approvals to date.

Our Administrative Council team met for 2 days last week to really examine and discuss all aspects of our operations, strategies, and external impact factors to clarify next steps and to improve team function and results going forward. Devoting time each year in the future for the team getting together in this manner will continue to be a high priority!

We are continuing to multi-task at a very high level across our organization with probably the largest number of important clinical and operational improvement projects underway versus anytime in our past. I want to thank our team for their willingness to work on this volume of improvements which will prove extremely helpful to our health system for many years to come.

We are continuing to change and strengthen our physician recruiting efforts as it is very clear that physician recruitment to Truckee and Incline Village is a significant challenge. We are engaging additional recruiting resources and new techniques to hopefully speed up successful recruiting. We are actively recruiting in Family Practice, Internal Medicine, GI, Neurology and General Surgery. National literature suggests there will be a physician shortage of up to 90,000 physicians in America by 2025. All physicians we visit with in recent months have multiple offers they are considering.

We continue to be in active discussions regarding possible win-win affiliations with two medical groups in our region as we focus on improving access to healthcare for all residents in our region and work on improving sustainability of physician and hospitals services for the long term.

It is very important to our entire team that all patients experience a "second to none positive experience" when visiting this health system. We know we have many opportunities to

improve. We really value all feedback both positive and negative as this patient input really helps us more rapidly improve in all we do. We continue to have opportunities for patients to volunteer in service with us in our Patient Family Advisory Council.

We are continuing to work on and develop more communication connections within our region, so please watch for more information on this important ongoing effort.

For all of our elective hip and knee surgery patients, the District now has a Patient Education Guide which assists in providing great information for before, during and after hip or knee surgery. Watch for more information as we are working to more proactively share and communicate key service lines of the health system.

It is important to share in our Orthopedic service line, based on the latest external information available we could obtain last year, Tahoe Forest Health System had 46% of its elective hip and knee surgeries “in-migrate” or come from zip codes outside of the District.

Further, looking at our Cancer service line, based on the latest external information we could obtain last year, Tahoe Forest Health System had 33% of its cancer patients “in-migrate” or come from zip codes outside the District.

We are humbled and honored that many patients who reside outside the District find value in coming to Tahoe Forest for healthcare services!

Individuals on my team and I are spending an increasing amount of time engaging at the state and federal level on the myriad of possible changes to healthcare the public is reading and seeing often in the media. Our goal is to talk honestly about what works and does not work in healthcare even if it steps on our toes a little and to share some real opportunities which do exist for improving quality and lowering the cost of care in the US. Again, as we are licensed by state and federal agencies, we need their support and approval for making state or federal productive healthcare improvements as we have to operate by their guidelines.

We look forward to the Board Retreat in April where we focus together on a list of important topics and strategies to keep our health system strong, relevant and sustainable for the future.

A State-by-State Breakdown of 80 Rural Hospital Closures

By Ayla Ellison

Of the 25 states that have seen at least one rural hospital close since 2010, those with the most closures are located in the South, according to research from the North Carolina Rural Health Research Program.

Thirteen hospitals in Texas have closed since 2010, the most of any state. Tennessee has seen the second-most closures, with eight hospitals closing since 2010. In third place is Georgia with six closures followed by Alabama and Mississippi, which have each seen five hospitals close over the past six years.

Listed below are the 80 rural hospitals that closed between January 2010 and November 2016, as tracked by the NCRHRP. For the purposes of its analysis, the NCRHRP defined a hospital closure as the cessation in the provision of inpatient services. As of November, all of the facilities listed below no longer provided inpatient care. However, many of them still offered other services, including outpatient care, imaging, emergency care, urgent care, primary care or skilled nursing and rehabilitation services.

Alabama

Chilton Medical Center (Clanton)
Elba General Hospital
Floral Memorial Hospital
Randolph Medical Center (Roanoke)
South West Alabama Medical Center (Thom-
asville)

Arizona

Cochise Regional Hospital (Douglas)
Florence Community Healthcare
Hualapai Mountain Medical Center (Kingman)

California

Colusa Regional Medical Center
Corcoran District Hospital
Kingsburg Medical Center

Georgia

Calhoun Memorial Hospital (Arlington)
Charlton Memorial Hospital (Folkston)
Hart County Hospital (Hartwell)
Lower Oconee Community Hospital
(Glenwood)
North Georgia Medical Center (Ellijay)
Stewart-Webster Hospital (Richland)

Illinois

St. Mary's Hospital (Streator)

Kansas

Central Kansas Medical Center (Great Bend)
Mercy Hospital Independence

Kentucky

New Horizons Medical Center (Owenton)
Nicholas County Hospital (Carlisle)
Parkway Regional Hospital (Fulton)
Westlake Regional Hospital (Columbia)

Maine

Parkview Adventist Medical Center
(Brunswick)
Southern Maine Health Care – Sanford
Medical Center
St. Andrews Hospital (Boothbay Harbor)

Massachusetts

North Adams Regional Hospital

Michigan

Cheboygan Memorial Hospital

Minnesota

Albany Area Hospital
Lakeside Medical Center (Pine City)

Mississippi

Kilmichael Hospital
Merit Health Natchez – Community Campus
Patient's Choice Medical Center of Humphreys
County (Belzoni)
Pioneer Community Hospital of Newton
Quitman County Hospital (Marks)

Missouri

Parkland Health Center – Weber Road
(Farmington)
Sac-Osage Hospital (Osceola)
SoutheastHEALTH Center of Reynolds
County (Ellington)

Nebraska

Tilden Community Hospital

Nevada

Nye Regional Medical Center (Tonopah)

North Carolina

Blowing Rock Hospital
Vidant Pungo Hospital (Belhaven)
Yadkin Valley Community Hospital
(Yadkinville)

Ohio

Doctors Hospital of Nelsonville
Physicians Choice Hospital-Fremont

Oklahoma

Epic Medical Center (Eufaula)
Memorial Hospital & Physician Group
(Frederick)
Muskogee Community Hospital
Sayre Memorial Hospital

Pennsylvania

Mid-Valley Hospital (Peckville)
Saint Catherine Medical Center Fountain
Springs (Ashland)

South Carolina

Bamberg County Memorial Hospital
Marlboro Park Hospital (Bennettsville)
Southern Palmetto Hospital (Barnwell)
Williamsburg Regional Hospital (Kingstree)

South Dakota

Holy Infant Hospital (Hoven)

Tennessee

Gibson General Hospital (Trenton)
Haywood Park Community Hospital
(Brownsville)
Humboldt General Hospital
McNairy Regional Hospital (Selmer)
Parkridge West Hospital (Jasper)
Pioneer Community Hospital of Scott
(Oneida)
Starr Regional Medical Center-Etowah
United Regional Medical Center (Manchester)

Texas

Bowie Memorial
East Texas Medical Center-Clarksville
East Texas Medical Center-Gilmer
East Texas Medical Center-Mount Vernon
Good Shepherd Medical Center (Linden)
Gulf Coast Medical Center (Wharton)
Hunt Regional Hospital of Commerce
Lake Whitney Medical Center (Whitney)
Nix Community General Hospital (Dilley)
Renaissance Hospital Terrell
Shelby Regional Medical Center (Center)
Weimar Medical Center
Wise Regional Health System-Bridgeport

Virginia

Lee Regional Medical Center (Pennington Gap)

Wisconsin

Franciscan Skemp Medical Center (Arcadia) ■