

Fiscal Year 2020
Accomplishments

Welcome

This year is the 71st year for Tahoe Forest Health System to celebrate the honor and privilege in providing innovative and ever improving healthcare services to our region.

The following pages of accomplishments through June 30, 2020 are only a small portion of the many accomplishments by an amazing team here at TFHS.

The improvements in Quality, Service, People, Finance and Growth in fiscal year 2020 and the last five years are almost unequalled in the healthcare industry! This team success would not be possible without an amazing, supportive, and forward looking Board of Directors as well. I offer my deepest thanks to our amazing team for their hard work and to our communities for the special privilege of caring for their growing healthcare needs.

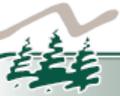
With Warmest Regards,





Tahoe Forest Health System

Organizational Excellence Model



OUR VISION

To serve our region by striving to be the best mountain health system in the nation



OUR MISSION

We exist to make a difference in the health of our communities through excellence and compassion in all we do



VALUES – We believe in

QUALITY holding ourselves to the highest standards and having personal integrity in all we do

UNDERSTANDING being aware of the concerns of others, caring for and respecting each other as we interact

EXCELLENCE doing things right the first time, every time, and being accountable and responsible

STEWARDSHIP being a community steward in the care, handling and responsible management of resources while providing quality healthcare

TEAMWORK looking out for those we work with, finding ways to support each other in the jobs we do

QUALITY

Provide excellence in clinical outcomes

SERVICE

Best place to be cared for

PEOPLE

Best place to work practice and volunteer

FINANCE

Provide superior financial performance

GROWTH

Meet the needs of the community

Foundations of Excellence

A close-up photograph of two hands shaking in a firm grip, symbolizing agreement or quality. The word "QUALITY" is overlaid in the center. The background is bright and slightly blurred, showing a person's arm and a patterned fabric. The image is framed by a dark green border.

QUALITY

Quality – Recognition

- Gene Upshaw Memorial Tahoe Forest Cancer Center completed a successful Quality Oncology Practice Initiative (QOPE) Recertification Survey. This quality program and survey is designed for outpatient oncology practices by the American Society of Clinical Oncology.
- For a second year, Incline Village Community Hospital (IVCH) and Tahoe Forest Hospital (TFH) Emergency Departments both achieved the *Guardian of Excellence Award* from Press Ganey for reaching and sustaining patient experience scores at or above the 95% rank in the nation.
- TFH Inpatient Departments (Med Surg, ICU, and OB) achieved the *Guardian of Excellence Award* from Press Ganey for reaching and sustaining patient experience scores at or above the 95% rank in the nation for one full year.



Quality – Recognition

- Diagnostic Imaging Department had a successful American College of Radiology (ACR) Accreditation Survey. Surveyor wrote in their report, “This site is doing an excellent job! You are making the ACR proud!”.
- Tahoe Forest Health System (TFHS) continued as a designated UC Davis Rural Center of Excellence by maintaining excellence in clinical care, education and training, and clinical research.



Quality

- TFHS obtained 5-Star recognition from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) during FY20. Center for Medicare and Medicaid Services (CMS) summary star rating scores hospitals on a one-to-five-star scale based on 11 publicly reported measures in HCAHPS survey, which assesses patient experiences.
- Comparative quality metrics show improvement in FY20:

Hospital	Metric	FY 2017	FY 2018	FY 2019	FY 2020
TFH + IVCH	Class I Infections	0.82%	1.07%	0.48%	0.44%
TFH + IVCH	Emergency Department Transfer Communication	33.33%	38.30%	84.27%	95.05%
TFH + IVCH	Sepsis	62.16%	76.00%	80.00%	91.18%
TFH + IVCH	Median Time to ECG	---	25.5 Minutes	12 Minutes	6 minutes
TFH	Hospital Acquired C. Diff.	2.997	1.618	1.255	1.459
TFH	HCAHPS "Rate this Hospital 9 or 10"	87.1%	87.7%	90.0%	92.7%
	HCAHPS "Recommend this Hospital"	89.9%	88.9%	92.8%	93.6%

Quality – Patient Safety

- TFHS participated in its third year of the BETA HEART (healing, empathy, accountability, resolution, trust) Program which promotes organization-wide culture change and instills trust, that results in improved partnerships with patients, patients' families and caregivers. The goal is to introduce a holistic approach to reducing harm.
- TFH was the **first hospital ever** to successfully pass validation of all five domains of the BETA HEART Program. The domains are Culture of Safety, Rapid Event Response & Analysis, Communication and Transparency, Care for the Caregiver, and Early Resolution. The validation of the five domains resulted in a 10% decrease in liability premiums.

BETA♥**HEART**SM

Healing • Empathy • Accountability • Resolution • Trust

FY20 Accomplishments



Quality – Patient Safety

- TFH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in OB. This is the ninth year in a row meeting 100% Tier 1 and Tier 2 requirements. Participation includes both nursing and medical staff. This recognition is for our team's commitment to patient safety through the delivery of optimal perinatal care, striving to reach zero preventable harm. BETA is a provider of professional liability and risk management services. This award also results in premium credits for the District.
- TFH and IVCH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in Emergency Department. This is the eighth year in a row meeting Tier 1 requirements. This was our first for obtaining Tier 2 that requires both nursing and medical staff involvement. This recognition is for the commitment to strive to eliminate preventable harm to those in need of emergent care.



Quality – Patient Safety

- Maintained daily leadership and departmental safety huddles throughout the Health System focusing on identifying risks (high reliability principles), areas of vulnerability, and plans for improvement.
- The Reliability Management Team continued to meet weekly develop and expand the program. The purpose of the multidisciplinary weekly huddle is to identify and discuss any safety concerns. Directors, Managers, Supervisors and Physicians were educated on high reliability by reviewing High Reliability Modules in Health Stream. This program will continue to roll out to staff. The purpose of the program is to advance safety through implementation of processes and procedures.

Quality - Emergency Department

- TFH and IVCH achieved recognition for BETA Healthcare Group's 2019-2020 ED Quest Sepsis Initiative. This is the first year meeting Tier 2 requirements. The Sepsis Initiative focused on three main areas of sepsis improvement, including education, process, and quality.
- TFH Level IV Trauma Center initiative is in progress with anticipated designation in November 2020. TFH will continue with a Level III trauma designation once the American College of Surgeons restart their surveys in 2021.



FY20 Accomplishments

Quality - Orthopedic Services

- For the sixth year in a row, TFHD was recognized as a *Star Performer* for its achievements and participation in the Own the Bone® quality improvement program as highlighted in *U.S. News & World Report*.
- American Orthopaedic Association's Own the Bone® program addresses the emerging epidemic of osteoporosis-related fragility fractures and uses a clinically-proven, web-based patient registry and 10 prevention measures to accomplish its goals.



Quality - Perinatal

- TFH received the 2020 Women's Choice Award® as One of America's Best Hospitals for Obstetrics. This is the sixth time TFH has been awarded the Women's Choice Award in Obstetrics.
- TFH maintained its national *Baby-Friendly* designation.



NEVADA COUNTY
Public Health

- TFH was recognized in January 2020 by the Nevada County Public Health Department for its commitment to breastfeeding. Data from the CDC National Survey of Maternity Practices in Infant Nutrition and Care (mPINC) ranked Nevada County first in all of California for in-hospital initiation of exclusive breastfeeding.



Quality – Extended Care Center

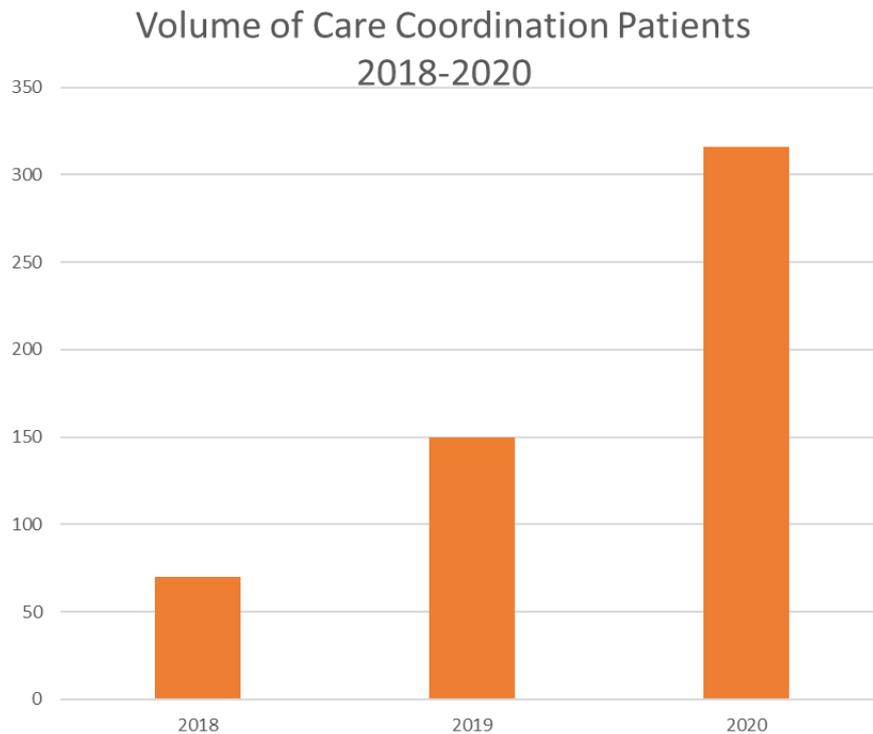
- Sustained a ★★★★★ 5-Star Rating from Center for Medicare & Medicaid Services Nursing Home Compare in 2020.
- Implemented a monthly newsletter that increased communication to our residence family members.
- Process improvement initiative to decrease bed alarm utilization to improve residence mobility. The alarms usage was decreased by 50% with no increase in falls.



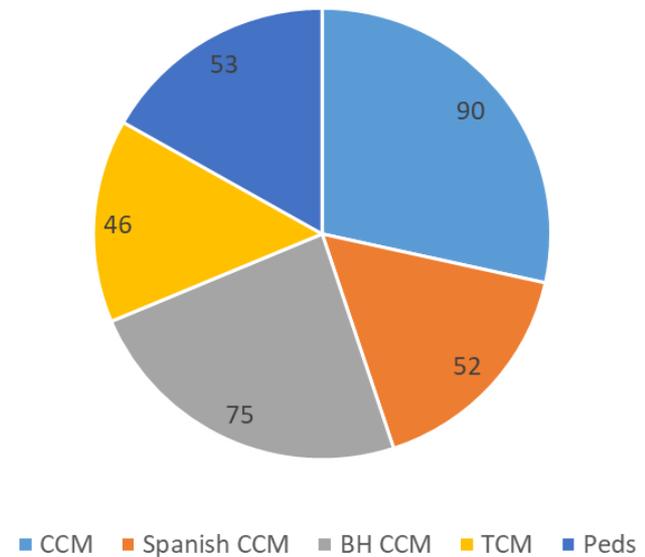
Nursing Home Compare Five-Star Ratings of Nursing Homes

Care Coordination

- Care Coordination visits grew incrementally in FY20:



Total Care Coordination Patients 2020
Total=316



Quality – Community Health

- Prevention & Wellness programs reached 15,475 community members at 1,760 targeted events. Highlights included:
 - Facilitated the second annual flu shot community clinic in collaboration with Sierra Senior Services, Nevada County and Sierra Community House food distribution.
 - Added weekly, bilingual breastfeeding support class – Baby’s Breakfast which transitioned to virtual classes in April 2020.
- Chronic Disease Wellness Program reached 464 community members at 133 targeted events. Highlights included:
 - *Prevent T2*, a diabetes prevention program, launched program in Spanish in addition to offering an English program and transitioned seamlessly to an online platform in April 2020.
 - Launched new self-management class Building Better Caregivers addressing the needs of caregiver support, in addition to Chronic Pain, Chronic Disease and Diabetes self-management classes.



wellnessneighborhood
A Service of Tahoe Forest Health System

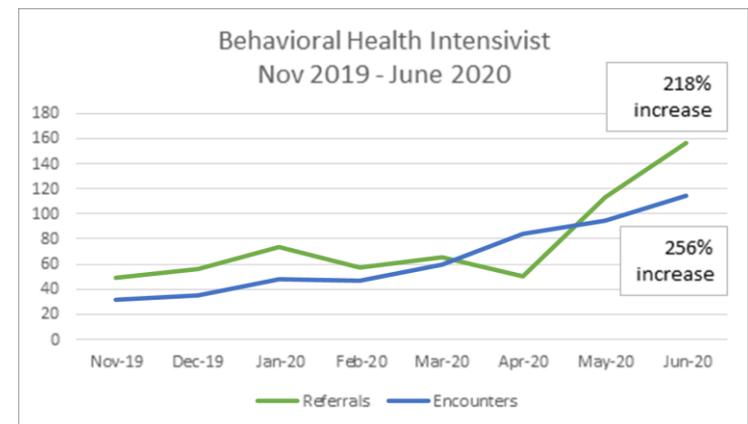


Quality – Community Health

- Substance Misuse
 - 301 community members reached at 28 targeted events.
 - Launched multi-organization Vaping Task Force in collaboration with Nevada and Placer Counties.
 - Provided vaping education reaching 128 parents and 35 youth at four regional events.
- Mental/Behavioral Health
 - 329 community members reached at 23 targeted events.
 - Offered timely and relevant *Authentic Wellness* sessions reaching 85 participants over nine sessions.
 - Initiated a system-wide approach to safer suicide care, *Zero Suicide Initiative*, by convening a leadership team, surveying employees (400+ participants), and developing an implementation plan.

Quality – Behavioral Health

- Integration of Behavioral Health into Primary Care developed and implemented to increase early identification of mental health needs and access to behavioral health.
 - Applied and received Grant Award (\$600,000) to support Behavioral Health Intensivist (BHI)
 - Hired LCSW, Psychiatric NP for TFH and Psychiatric NP for IVCH.
 - Developed Public Health Questionnaire Screening including algorithm and process flows.
- Emergency Department Bridge program developed and implemented for patients to begin monitored opioid withdrawal. Program provides 24-7 emergency access for initiation of buprenorphine treatment for opioid use disorder at TFH and IVCH Emergency Departments.



Quality – PRIME Program

- For the fourth year in a row, TFHS completed the Public Hospital Redesign & Incentives in Medi-Cal (PRIME) program.
- All criteria for year four were met and we exceeded financial benefit of the programs in the intergovernmental match.
 - Million Hearts initiative aligns national cardiovascular disease prevention efforts around a select set of evidence-based public health and clinical goals and strategies, including cardiovascular health and wellness.
 - Chronic Non-Malignant Pain Management initiative focuses on substance use disorders and reduction of opioid usage.
- Expanded PRIME initiatives to include Behavioral Health Integration.





SERVICE

Service - Patient Satisfaction

- Tahoe Forest Health System's "Creating the Perfect Care Experience" initiative continues to be a priority. The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) remain high:
 - Percentile ranking for "Rate this Hospital 9 or 10" remained in the 99% rank the entire fiscal year.
 - Percentile ranking for "Recommend this Hospital" also remained in the 99% rank the entire fiscal year.
- The overall Patient Satisfaction score for FY20 was 94.75, exceeding a goal of 93.76. This has increased year over year as the overall Patient Satisfaction score in FY19 was 94.48, FY18 was 94.11, FY17 was 93.84 and FY16 was 93.76.
- Process Improvement Team implemented Patient Care Kits in Med Surg and ICU to target improvement of our HCAHPS Quiet at Night scores. TFH improved from a 72% to 77% national ranking.



Service - Patient Satisfaction

- A Patient and Family Experience training program was developed and implemented. This is a two-hour training for all Health System staff to attend that provides training on striving to provide a perfect care experience for patients and how we treat each other. To date, 325 staff have completed this course.
- Celebrated our sixth year with Patient and Family Advisory Council (PFAC) volunteers. Eleven volunteers have been actively engaged in operational suggestions to improve Health System processes and the experience of our patients and visitors.
- An Outpatient Improvement Team was developed to improve the overall experience of our Outpatients coming for lab, imaging, and other outpatient services. Volunteer Ambassadors were trained to help patients navigate the health system experience. Improvement efforts are ongoing.
- Initiated Provider Transparency solution on our Health System website for clinic providers. The community can now see provider Star Ratings and comments from patients for the last year.

PEOPLE



People

- TFHS grew to 1,047 employees, including 43 physicians. There are 175 volunteers/auxiliary members our support our Health System.
- Over 276 new employees were recruited and on-boarded in FY20.
- New benefits became available for TFHS Staff.
 - *Tickets at Work* provides great discounts for employees to events, theme parks, etc.
 - Pet Insurance and Legal Services were added and were well-received by staff.
 - Removed the deductible for medical services rendered throughout the Health System for our employees.



FY20 Accomplishments

People

- The application, screening, and onboarding process has been streamlined to improve timeliness of hiring.
 - New video screening tool initiated for use by managers when selecting candidates. Candidates record themselves answering a few questions, which allows managers to screen more quickly and efficiently.
 - Simplified our background screening process to ensure timely response and reduced cost.
 - An onboarding and recruiting module was launched in the payroll system that streamlines the pre-employment process for both Human Resources and candidates.
 - Enhanced our Applicant Tracking System to screen individuals, providing a more relevant applicant pool to managers.
 - Upgraded our time and attendance system for ease of use and efficiency.
- TFHS had an increase in LinkedIn followers by 60%.

People

- Lowered our utilization of traveling staff—none were used during pandemic, saving thousands of dollars. We also reduced the use of local staffing agencies.
- Optimized the sanctions check system which reduced our cost from \$1,100 per month to \$39.99 per month.
- Continued our *Values Advocacy Committee* made up of twenty employees helping with communication, transparency, and engagement throughout the District.
 - The group was instrumental in increasing the response rate for the Best Places to Work survey. Response rate for 2019 was 378, and increased to 592 in 2020. We are still waiting for the results.
 - Coordinated a penny drive competition, with 36 departments participating, that raised \$1,573.60 for the Employee Assistance Fund.
 - The committee was able to secure discounted ski passes at Boreal.

People

- Communication efforts were increased throughout the Health System:
 - Developed an intranet Gratitude Page for team members to access and recognize their peers, give a shout out or kudos.
 - Created a Cost-Saving Ideas tool for staff to submit department-specific ideas to reduce costs in their work area.
 - Continued Director's Meeting Talking Points which is a concise recap of the meeting with talking points for directors to communicate consistently when sharing with their team.
 - Launched *Peer Support* to offer emotional support and psychological first aid to anyone who needs it. This was a component of our BETA HEART initiative.

Courageous Conversations

The TFHD Peer Support Team would like to introduce you to our newest program.



Courageous Conversations is a monthly Zoom call where we discuss various topics related to working in the healthcare field, such as burnout, morale distress, mindfulness, emotional intelligence, guilt, trauma stewardship, and many others. We hope that you'll join us in these important discussions.

Our first topic will be *Burnout*. A lot of people are feeling burnout right now and we'd like to invite you to join us to talk about why it occurs and share ideas on how to combat it during tumultuous times. You may join the call anonymously if you just want to listen in and not participate.

Join Zoom Meeting, Thursday July 23, 3-4 PM.
<https://tfhd.zoom.us/j/92617682906>
Meeting ID: 926 1768 2906
One tap mobile
+16699006833,,92617682906#



*Courageous Conversations is hosted
by your Peer Support Committee*



People

- Hosted our best ever Employee Summer Picnic for 550 attendees as well our 2019 Holiday Party with 800 attendees, up from 580 attendees in 2018.
- TFHS partnered with the Reno Aces and Reno 1886 to host three sporting events for staff and their families.
- Partnered with *Snappy* to offer employees tax-free gifts of their choice for occasions such as retirement, Employee of the Month, annual Service Awards and other one-time recognitions.



- Departments participated in Pumpkin Carving, Uncle Sam hat decorating and Gingerbread House contests.

People - Education

- HR went live with RQI 2020 for Advanced Cardiac Life Support and Pediatric Advanced Life Support—saving the District \$70,000 annually.
- Assisted 270 employees with continuing education reimbursement.
- Streamlined and coordinated Epic training classes for employees and physicians.
- Created a QR code linked to videos for PPE stations and new ventilator information.



People - Education

- Upgraded platform within HealthStream to include the KnowledgeQ course catalog and the My Team Dashboard. This also allows our employees to choose a Spanish version of regulatory education.
- Added Dynamic Health to our intranet page providing employees access to thousands of skills and just-in-time refresher training for unique procedures.
- Successfully hosted the annual Winter Injury and Illness Symposium, with the theme *Thank You*, for approximately 400 EMS providers, ski patrollers, search and rescue and hospital personnel.
- Transitioned to an online sexual harassment prevention class which streamlines this regulatory requirement.

People - Medical Staff

- TFHS has a Medical Staff provider team of 170 in fiscal year 2020, up from 115 in fiscal year 2015.
- TFHS hosted 7 Physician Assistant & Nurse Practitioner students and 18 medical students in the areas of Orthopedics, Family Medicine, Internal Medicine, General Surgery, Emergency Medicine, Pediatrics, Radiology, Occupational Health, Cancer Center and Anesthesia.
- TFHS hosted 19 Continuing Medical Education (CME) events for providers.
- The 2019 Physician Engagement Survey overall score was 4.20 up from 4.09 in 2017 and above the national average of 4.04. “Recommend hospital to other physicians” score was 4.33, above the national average score of 4.02. “Recommend hospital to family and friends” score was 4.54, above the national average of 4.24.

A close-up, slightly blurred photograph of a person's hands working at a desk. The right hand is holding a pen and pointing at a calculator, while the left hand is on a computer mouse. The desk is white and has a pair of glasses, a small cactus in a pot, and some papers. The background is a window with a wooden frame, and the overall lighting is warm and soft. The word "FINANCE" is overlaid in the center in a bold, black, sans-serif font.

FINANCE

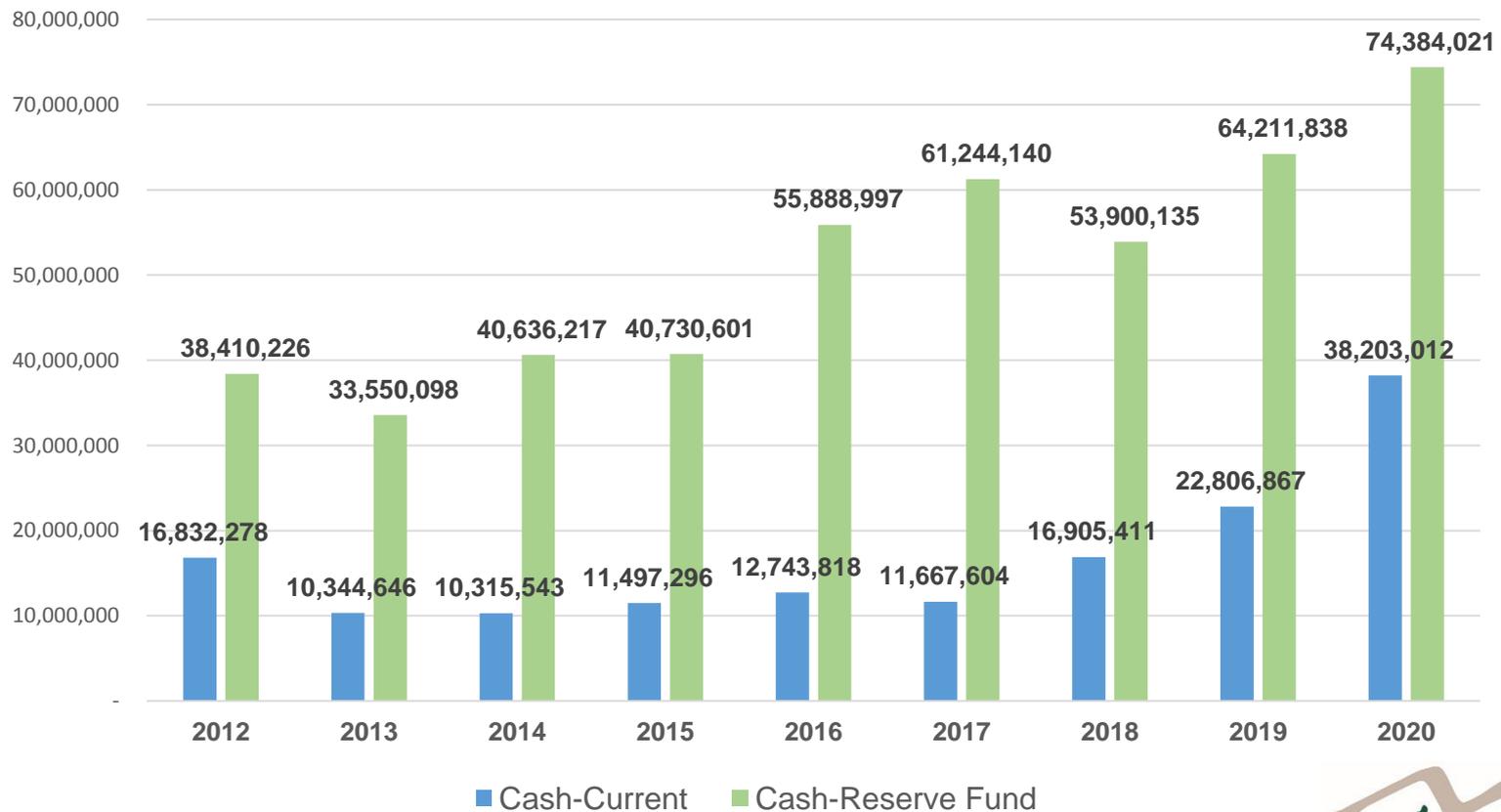
Finance

- Access Center
 - Completed 3 areas of Process Improvement: Obstetrics, Orthopedics, and Referrals.
 - Stats:
 - Customer Service Team Collections \$2,728,293. Average of \$227,357/month
 - Total Calls Received 201,937; Scheduled Appointments 135,115, Phone and Text Reminders 221,588
- Patient Registration
 - Created Patient Registration Intranet Page – part of standardizing training.
 - Completed Process Improvement for Workers Compensation Patients in the ED.
- Revenue Cycle
 - Numerous clinic builds with Mercy: Rural Health Clinics and COVID-19 related clinics.
 - System implementations: Cancer Center Hospital Billing, Professional Billing for B Clinics.
- Accounting
 - Numerous clinic builds and system implementations (See Revenue Cycle).
 - Implementation of Kaufman Hall products: Budgeting, Financial Planning, Management Reporting.



Finance

Total Cash Per Balance Sheet

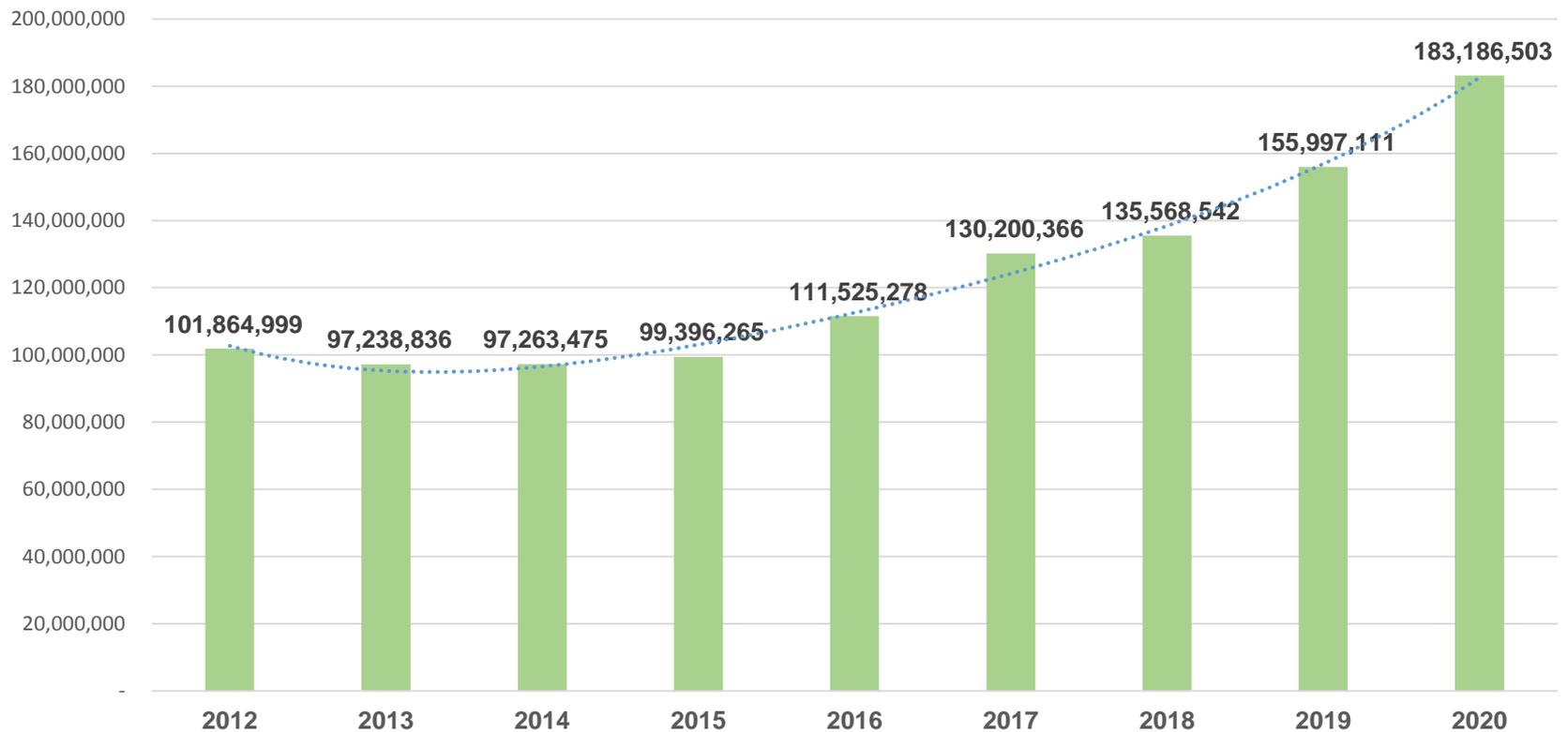


FY20 Accomplishments



Finance

Net Position Per Balance Sheet

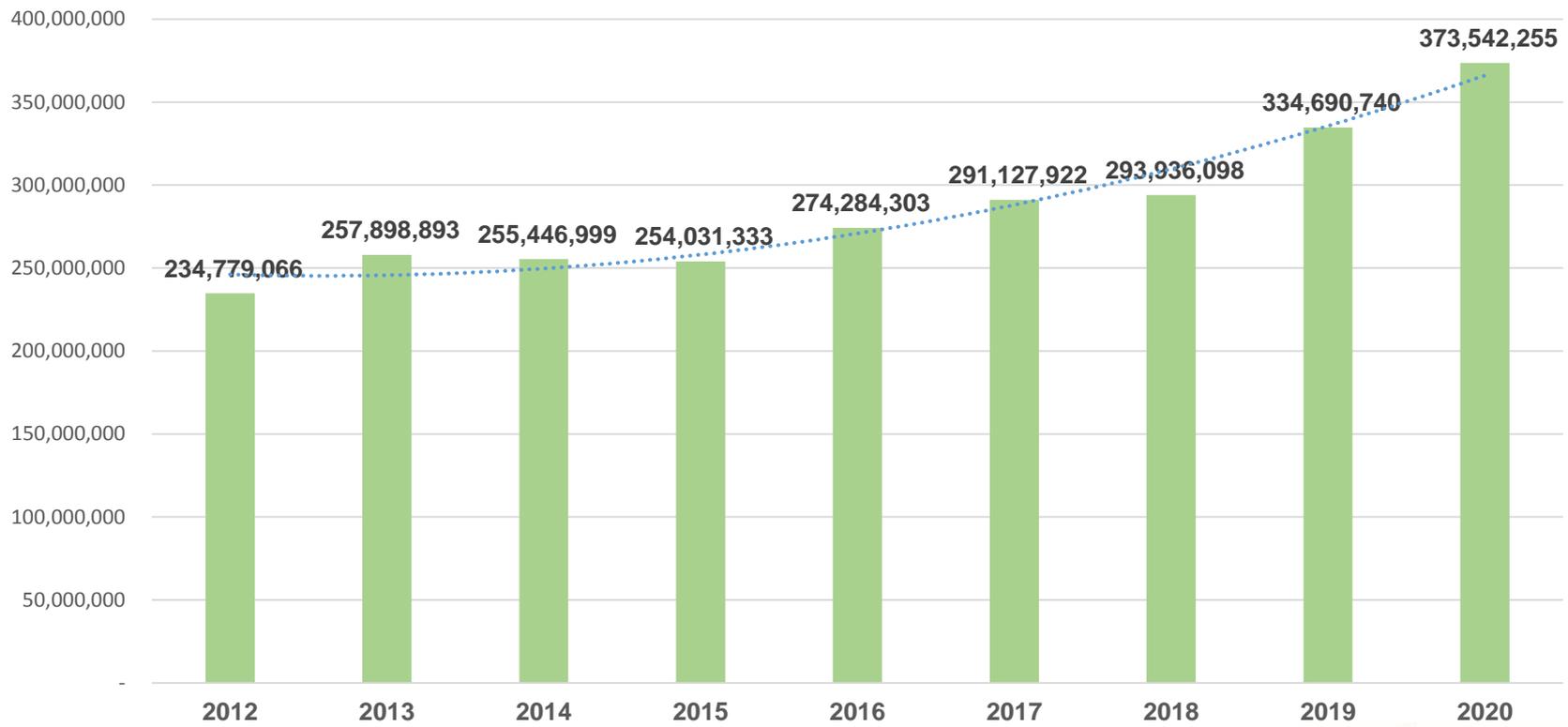


FY20 Accomplishments



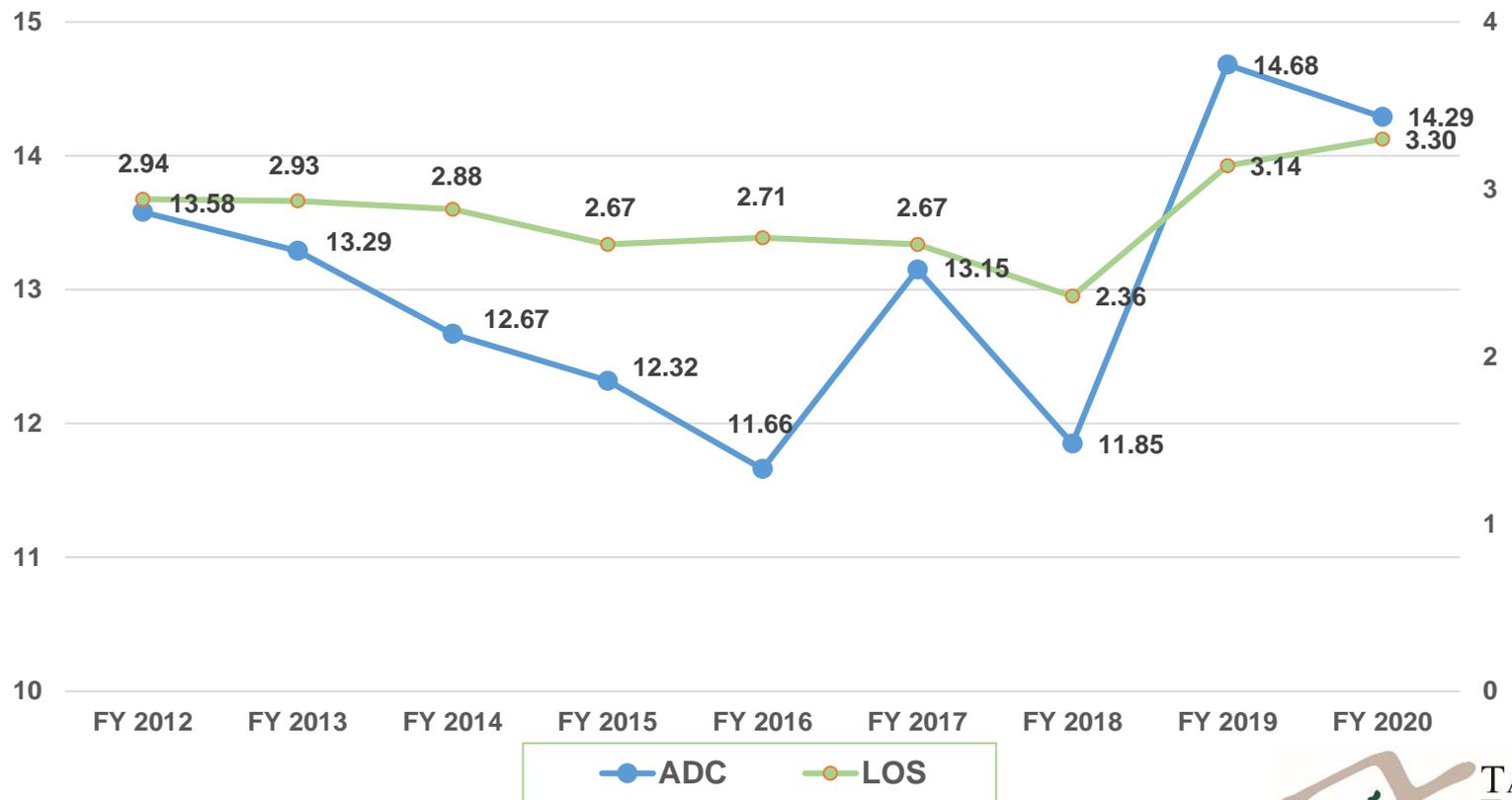
Finance

Total Assets Per Balance Sheet



Finance

Average Daily Census and Length of Stay - Acute Patients

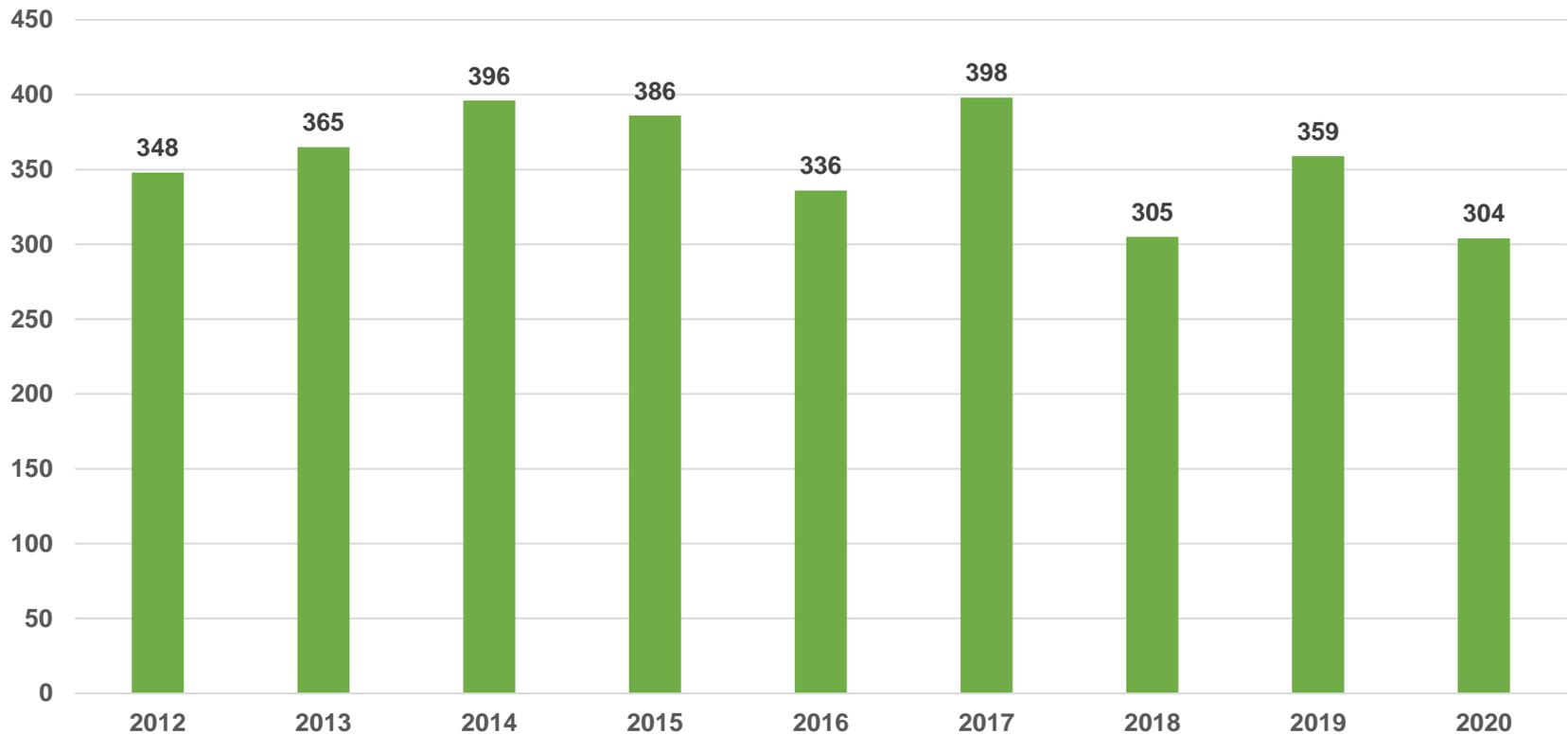


FY20 Accomplishments



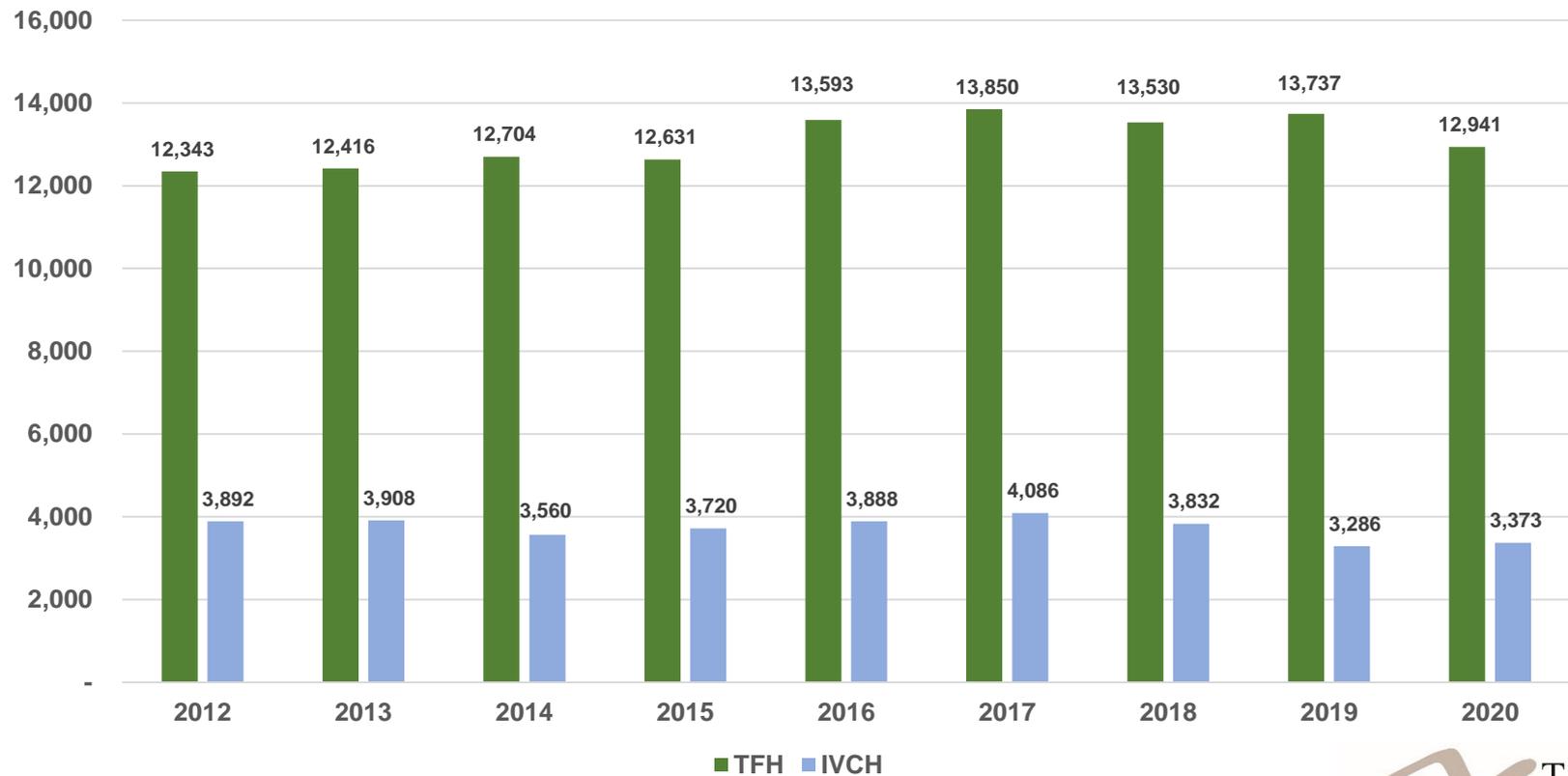
Finance

Deliveries Per Annum



Finance

Emergency Department Visits Per Annum

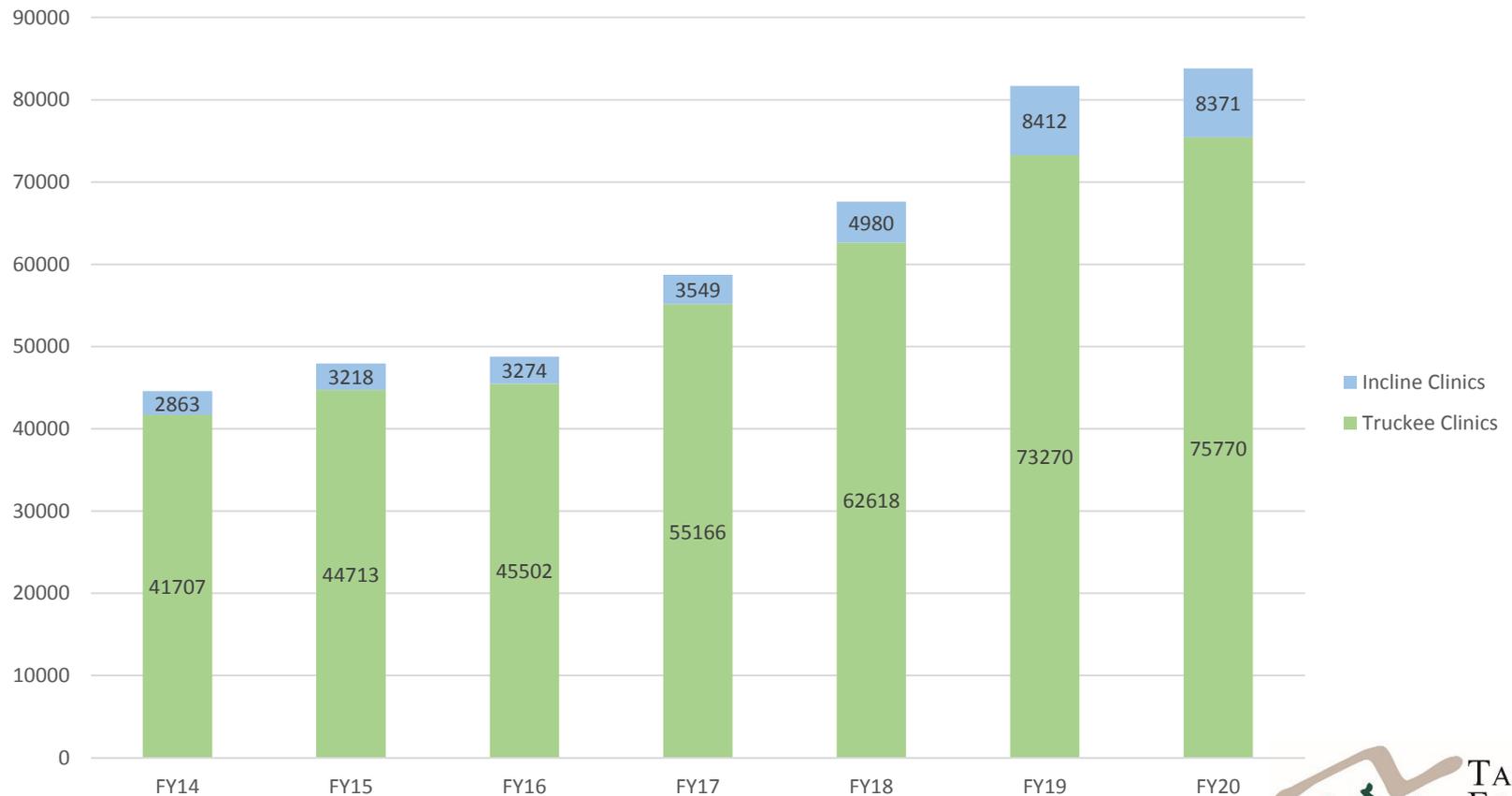


FY20 Accomplishments



Finance

Provider Office Visits

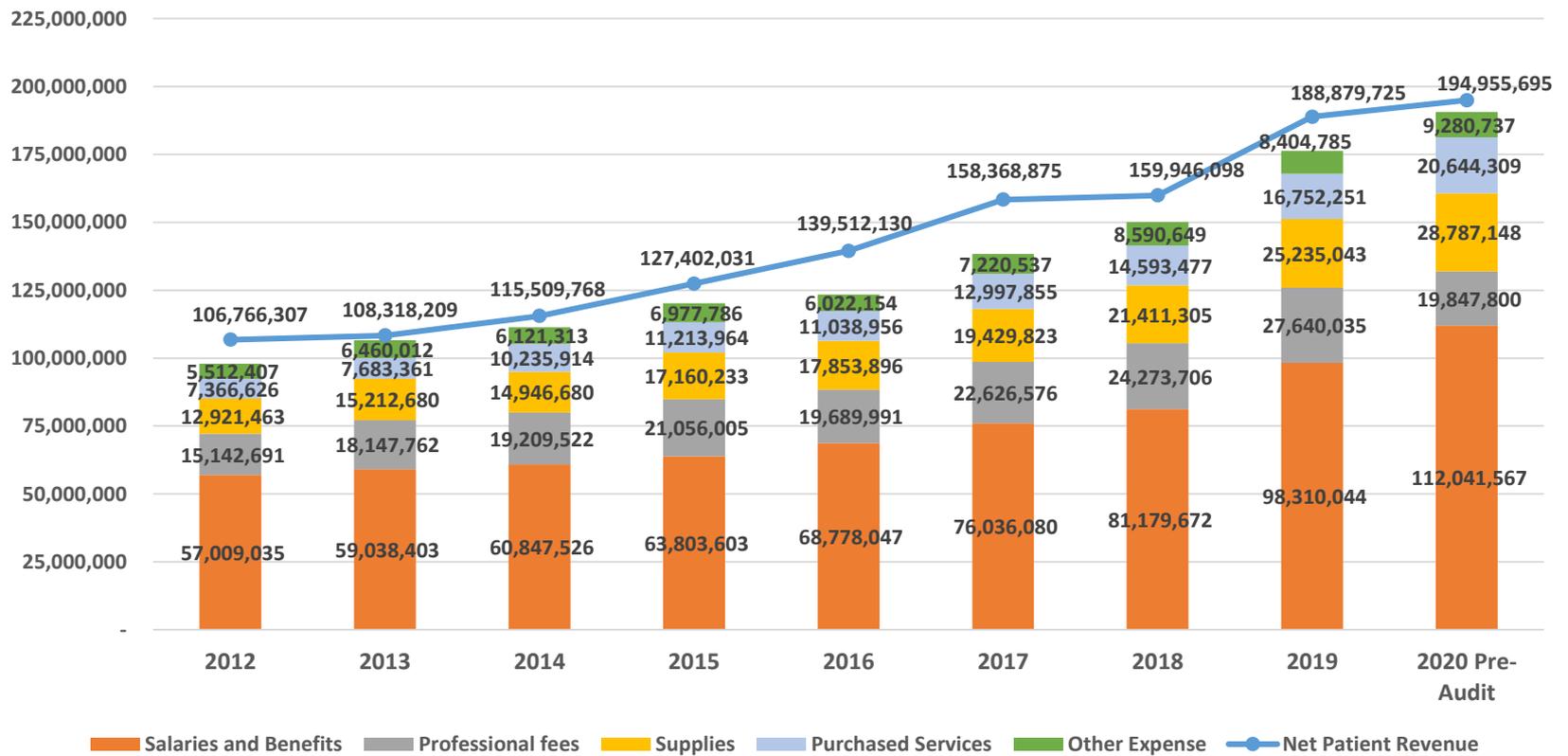


FY20 Accomplishments

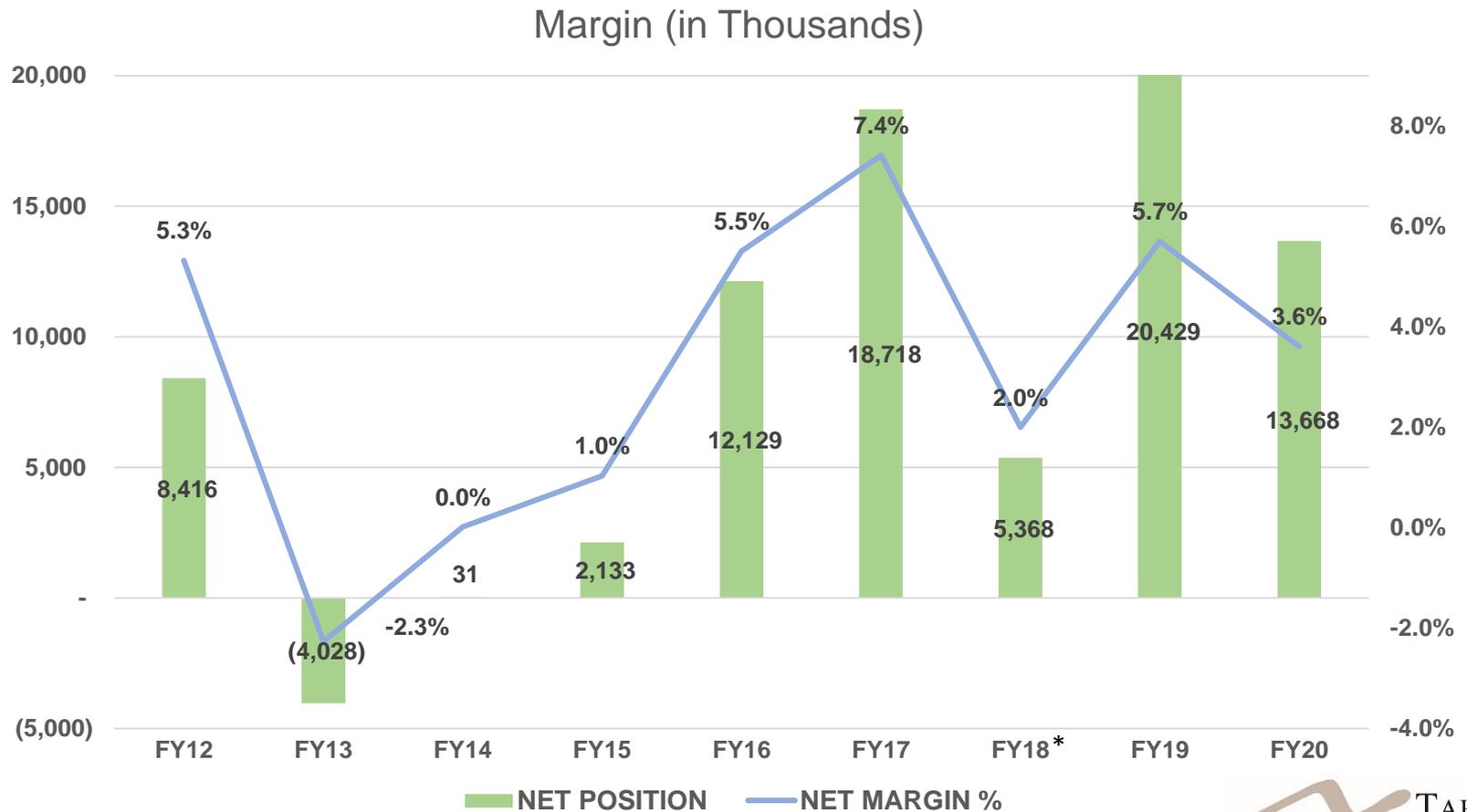


Finance

Hospital Revenue Vs Expense Trend (\$'000's)



Finance

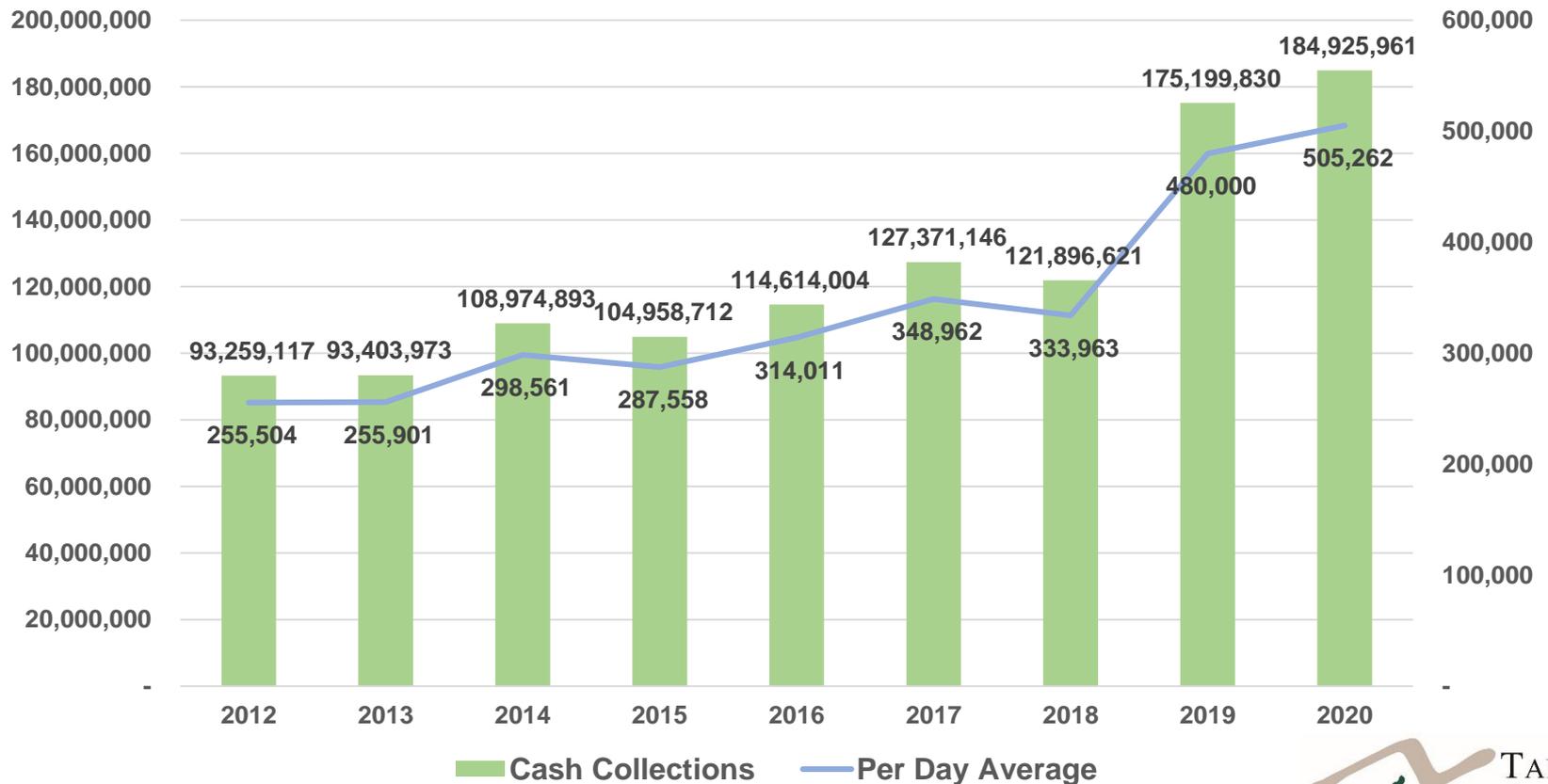


*EPIC Implementation



Finance

Cash Collections Per Annum with Average Collections Per Day



FY20 Accomplishments



Finance - Technology

- Continued prioritization of revenue cycle enhancements as identified in strategic planning:
 - Kaufman Hall Axiom Management Reporting built.
 - Kaufman Hall Axiom Budgeting installed.
 - Kaufman Hall Axiom Financial Planning installed.
 - Data Access Management Team established with Mercy Technology to maximize process to improve data collection.
 - Completed patient eligibility interface to improve throughput.
 - Installed Experian Real Time Authorizations to assist registration staff in completing real time pre-authorizations.
 - To improve efficiencies completed transition of Radiation Oncology to end of month accounts.
 - Built a new medical oncology archive for our Medical Oncology patient legacy data and moved to a virtual server.

Finance - Technology

- Ongoing optimization of Epic electronic medical record (EMR) to expand and enhance Health System clinic growth:
 - Built EMR clinic for Primary Care Rural Health Clinic (RHC).
 - Built EMR for Incline Village Health Center RHC.
 - Built new clinics in EMR to support clinic transitions of Specialty Physician Service to new offices on second floor of Cancer Center.
 - Onboarded TTMG physician group to TFHS. This included EMR build and refresh of all technology.
 - Completed bringing Resolute Physician Billing tools into the EMR enhancing physician efficiency and billing.
 - Delivered two system wide Epic upgrades in FY20.



FY20 Accomplishments



Finance - Technology

- Cancer Center migration to Epic EMR to improve patient satisfaction and sharing of medical record information.
 - Completed transition of Radiology Oncology and Medical Oncology Clinics to Epic.
 - Implemented Beacon (chemotherapy protocols) and Therapy Plans (non-chemo infusions/therapy) in Cancer Center Infusion Center, TFH Inpatient and IVCH.
 - Upgraded Aria to current version bolstering reliability of patient care continuity.
 - Transitioned Aria to virtualized environment further protecting the operation of the application and configuration. The old physical servers are now in virtual cloud.
 - Rebuild of Aria HL7 interfaces to Epic upgrading the interoperability of the EMRs.
- Focused on infrastructure and disaster recovery.
 - Increased hardware footprint and streamlined process to allow for growing backup capabilities.
 - Improved downtime and maintenance process. Implemented cadence and communications to reduce negative impact to hospital operations.

Technology

- Evaluated and increased security of our Health System technology. Maintained vigilance and ensured critical updates and patches continue to be applied in an aggressive manner.
 - Windows 10 upgrade is at 90% completion reducing security threats.
 - Actively engaged Security Operations Center Partner to increase security capabilities (in progress).
 - Implemented Aruba Panorama to simplify and synch firewall configurations and improve reporting.
 - Physical access control system upgrade to improve hospital door security.
 - Successful Fortified security/risk audit resulting in no additional material defects discovered.
 - PKI (Certificate) servers updated and compliant with regulatory requirements.
 - TRAPS, an end user virus/security protection, configurations reviewed with vendor and systems updated to increase identification of threats across the District.
 - Email Spam filters implemented in an attempt to reduce unwanted mail arriving in inbox. Staff can check spam quarantine server on their own if necessary.

Technology

- Improved patient satisfaction and end user satisfaction with the addition of new programs and upgrades.
 - Completed Electronic Prescription of Controlled Substances technology creating efficiencies for Patients, Families, and Providers and deployed respective hardware.
 - Project in Extended Care Center (ECC) to upgrade and optimize NTT Software Utilization.
 - Introduced MyChart pre-clinic visit electronic forms.
 - Installed Glooko, a diabetic monitoring system, for the Endocrinology Clinic.
 - Completed Radiology's upgrade of various applications, including Power Scribe, in coordination with Windows 10 and Epic Upgrades.
 - Installed emergency response communication system and data feeds for Everbridge.
 - Upgraded M*Modal voice recognition software that included an app for medical staff to use from their phones.



FY20 Accomplishments

Technology

- Expanded Project Management Office (PMO) program and enhanced services.
 - Created formal Change Management program throughout Health System.
 - Introduced robust Project Governance project request and review operations aligning with annual budgeting and strategic planning.
 - Technical IT & PMO Change Management team established strong relationship quickly to enforce high degree of awareness to staff on upcoming changes.
 - Developed Behavioral Health Program Charter to support expansion of the program.
 - Matured resource availability processes in order to support improved PMO workflow.



FY20 Accomplishments

Legal

- TFHD continued to keep external legal services efficient and centralized by keeping work in-house.
- In addition to the Vendor Evaluation Forms (VEFs) for contracting, we renegotiated contracts with vendors for a savings of over \$300k per year, using the assistance of almost every department.
- Advice and presentations made to the Medical Staff increased with most of the physicians now working in an employment model.
- Continue to manage over 900 contracts.

GROWTH



Growth

- TFHS saw continued growth of its physician service lines and offered the following specialties:

TFH Campus

- Behavioral Health/Mental Health
- Cardiology
- Endocrinology
- Ear, Nose & Throat/Audiology
- Facial Plastics
- Family Medicine
- Gastroenterology
- General Surgery
- Hospitalist
- Internal Medicine
- Neurology
- Obstetrics & Gynecology
- Occupational Health
- Oncology
- Orthopedics & Sports Medicine

- Pediatric
- Pulmonology
- Radiation Oncology
- Urology

IVCH Campus

- Incline Health Center
 - Cardiology
 - Family Medicine
 - Ear, Nose & Throat
 - Orthopedics
 - Pediatrics
 - Sleep Center
- Lakeside Family Medicine



Growth

- TFHS successfully recruited the following permanent providers to increase services to its communities:
 - Behavioral Health/Mental Health
 - 2 Nurse Practitioners
 - Endocrinology
 - 1 Nurse Practitioner
 - Gastroenterology
 - 1 Physician
 - Family Medicine
 - 1 provider in Incline Village
 - Orthopedics
 - 1 Physician
 - Urology
 - 1 Nurse Practitioner
 - Pediatrics
 - 1 Physician
 - Occupational Health
 - 1 Nurse Practitioner
 - Neurology
 - 1 Physician

Growth

- Internal Medicine/Cardiology clinic received a successful Rural Health Clinic (RHC) status.
- Incline Health Center RHC application was approved. The clinic is awaiting its survey.
- Provider office visits grew to 84,141 in fiscal year 2020 from 81,682 in fiscal year 2019 and 67,609 in fiscal year 2018. Annualized office visit growth included:
 - Overall – 10% increase
 - Primary Care – 20% increase in visits (non-TTMG)
 - Cancer Center – 17% increase in visits
 - ENT/Audiology – 21% increase in visits
 - General Surgery – 10% increase in visits
 - Incline Health Center – 24.5% increase in visits
- Began the planning for development of programs in Facial Plastics, Orthopedics with use of Physician Assistants and Athletic Training support in school system.
- Transitioned Truckee Tahoe Medical Group (TTMG) into the health system and welcomed staff and physicians as TFHS employees in March 2020. Practice locations in Truckee, Tahoe City, and Squaw Valley were also transitioned into the Health System.

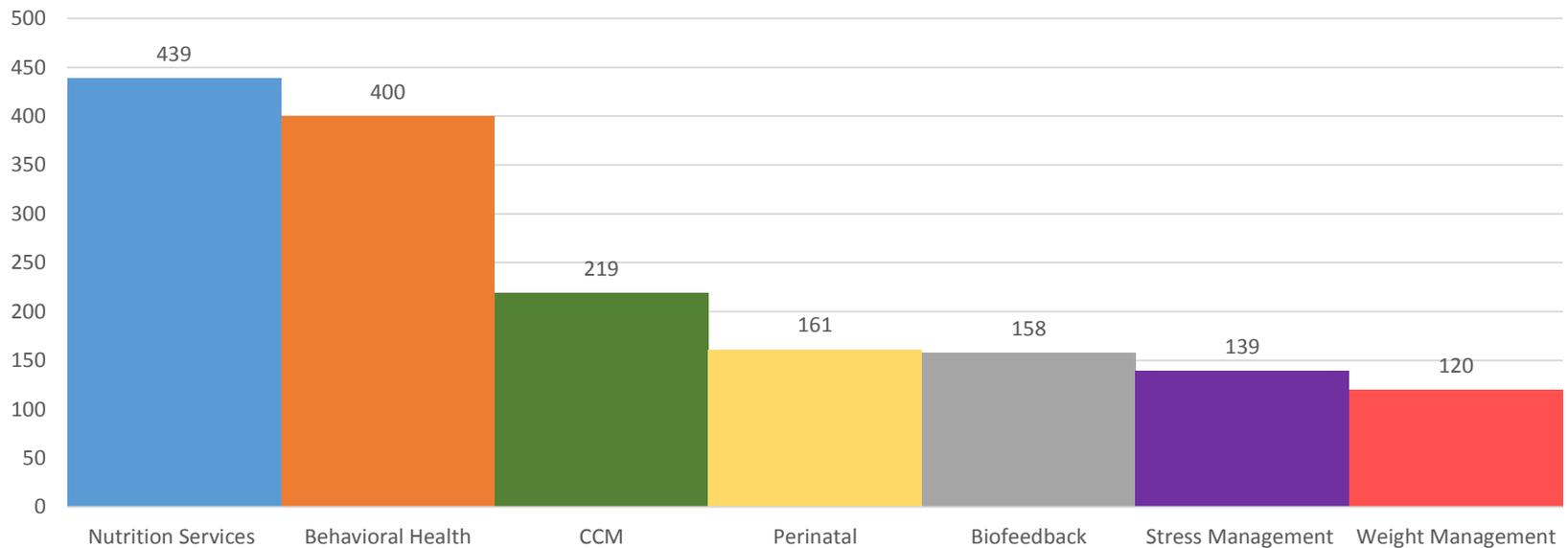


Growth

- Began employment of physicians.
 - Created new compensation model, benefits package, policies, payroll, etc.
 - Medical Directorship modernization.
 - 43 employed physicians.
- Implemented Physician Engagement program.
- Expanded 7 day per week Urgent Care or Walk-In Clinics throughout the Health System. Locations include:
 - Incline Village – Walk-In
 - Tahoe City (summer)
 - Squaw Valley (winter)
 - Truckee

Growth

Customer Care Navigation FY20 Total Referrals 2,634



During FY20, Care Navigators managed a total of 2,634 referrals, an increase from 1,513 referrals in FY19. TFHS navigated an **average of 220 referrals per month** with a high of 289 referrals in June 2020. The top service line referrals are for Nutrition and Behavioral Health.

Growth

- Tahoe Forest Health System Foundation (TFHSF) had a successful year raising \$1,351,878. Equipment purchased in 2020 with donated funds included Advanced Fetal Monitoring Equipment, a Glidescope for airway management to support our Level III Trauma program, a Trauma Simulation Manikin for training and education, and Stop the Bleed Kits used in the hospital for significant bleeds.
- Incline Village Community Hospital Foundation (IVCHF) had a successful year raising \$1,361,026. Equipment purchased and programs supported included new state-of-the-art heart monitors for the Emergency Department, support of the integration of behavioral health into primary care services, and surgical services expansion project.
- TFHSF and IVCHF *Team Member Giving* Campaign grew to 181 participants. A Team Member Working Group was established with participating employees to decide where employee donations will be directed. This year iPads were purchased for the Behavioral Health program and powered air-purifying respirators (PAPRs) for frontline responders.
- TFHSF and IVCHF participated in its first *#GivingTuesday* global day of giving campaign. The Foundations raised \$26,262. An internal campaign was also held where employees were able to send Gratitude Grams to recognize and thank one another raising over \$1100 with 119 Gratitude Grams.



Growth

- The Pediatric Clinic remodel was completed on the third floor of the Medical Office Building and the Pediatricians and Advance Practice Providers moved into the expanded space in July/August of 2019.
- The Specialty Physician Clinics located on the second floor of the Cancer Center were completed in November 2019.
- Tahoe City Physical Therapy expanded their space to meet the needs of their ongoing patient growth. Wellness space was also developed for future use.
- Hospice Thrift Store was opened in Incline Village.
- TFHS is in compliance with the new USP 800 regulation with the completion of a new Pharmacy Clean Room. USP 800 regulations went in place January 2020 and applies to the handling of hazardous drugs during receipt, storage, compounding, dispensing, administration, and disposal and affects all healthcare workers who perform these activities. A multidisciplinary team worked on compliance of the regulation over a two year period.

Growth

- TFH officially began providing Breast MRI Imaging, a new service for our community. Patients no longer have to go outside our health system for this service.
- Laboratory expanded testing equipment and software technology that provides new and faster testing. This includes a new chemistry analyzer in the Cancer Center, the Abbott Architect providing HIV testing and several Hepatitis tests, and rapid iStat testing at the bedside.
- TFH Lab moved to an automated blood bank instrument. With this change standard blood bank testing was reduced from a 30 step manual process to three steps. This new technology has decreased the turnaround time for cross matching blood units.
- Increased lab draw stations in physician offices and TFH to provide easier access for patients.
- A new grab & go food program was launched in our Pine Street Café that increased customer choices. Additionally, the Café menu was changed to offer healthier options to align with the national *Healthier Hospitals* program.

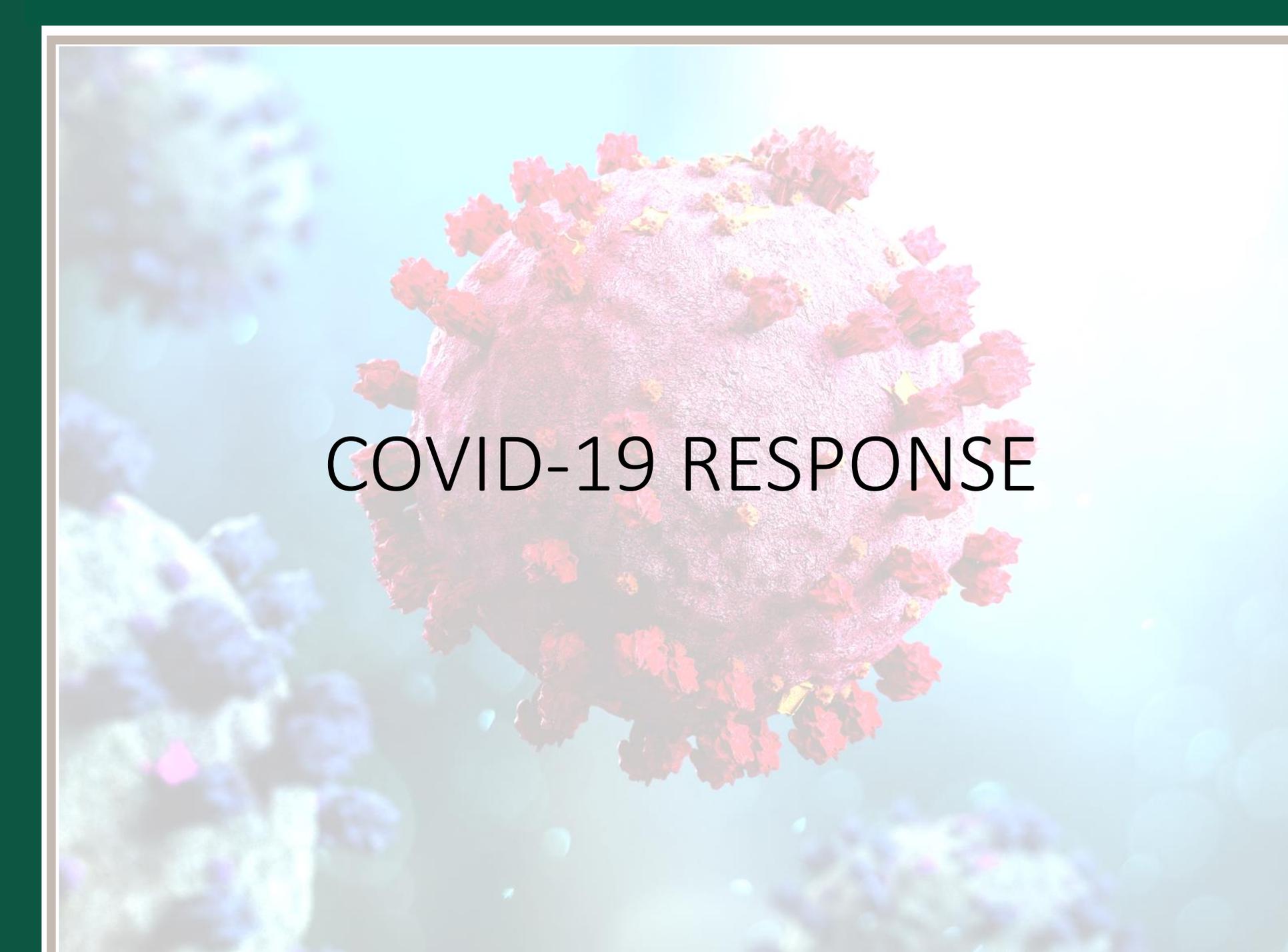
Growth - Governance

- TFHS was active during the legislative session penning 38 letters of support or opposition. TFHS focused on:
 - Balance Billing legislation, also know as “surprise billing”. (Pulled by author.)
 - Legislation that would increase penalties to hospitals for nurse-patient ratios. (TFHD opposed. Signed into law by Governor.)
 - Legislation that would give the Attorney General excessive oversight of healthcare systems, hospitals and clinics. (TFHD opposed. Bill failed at the eleventh hour.)
 - COVID-19 Pandemic level PPE requirements. (Two bills passed and are headed to the governor. TFHD supports one and opposes the other.)
 - Legislative visits in Washington DC and Sacramento were cancelled due to COVID-19.
- TFHS continued outreach with senior leadership at other local healthcare districts and nonprofits. Meetings have been held in virtual format due to COVID-19. Meetings continue with Barton Health, Eastern Plumas Health Care District, Plumas District Hospital, Myers Memorial Hospital District, Modoc Medical Center/Last Frontier Healthcare District, Seneca Healthcare District, Carson Tahoe and Marshall Medical Center on regionally strategic alliances.



Growth - Governance

- TFHS leaders actively participated on various boards and organizations such as: Association of California Healthcare Districts, Nevada Rural Hospital Partners, District Hospital Leadership Forum, California Critical Access Hospital Network, Anthem Hospital Relations Committee, Community Collaborative of Tahoe Truckee, Mountain Housing Council, Truckee Donner Land Trust, Truckee Chamber of Commerce and Town of Truckee General Plan Update, including a sub-committee on Climate Vulnerability.
- TFHS led the formation efforts of the Truckee Tahoe Workforce Housing Joint Powers Agency (JPA) with Tahoe Truckee Unified School District, Truckee Donner Public Utility District and Truckee Tahoe Airport District. TTWH was brought to life in early 2020. The board elected Harry Weis as the first board chair. The JPA now conducts public board meetings. COVID-19 has changed the landscape of housing in our region and the JPA is working to adapt.
- To increase our presence in the Lake Tahoe basin, TFHS successfully co-sponsored the Tahoe Fund Founders Circle Dinner with Barton Health enabling each of us to message that we serve the Lake Tahoe region. In spite of COVID-19, our shared top billing support with Barton continued in a virtual format.



COVID-19 RESPONSE

COVID-19 Response – Operations

- California State of Emergency Declared: 3-04-2020
- Implement Incident Command: 3-04-2020
- Began Employee and Patient Screening: 3-10-2020
- COVID-19 Hotline for community started: 3-12-2020
- National State of Emergency Declared: 3-13-2020
- TFH COVID Drive by Testing Adult: 3-14-2020
- TFH COVID Drive by Testing Pediatric: 3-17-2020
- IVCH COVID Drive By Testing: 3-17-2020
- Seven Bed COVID Unit Set-Up: 3-19-2020
- Retail Pharmacy Window Access: 3-21-2020
- Pharmacy Prescription Home Delivery: 3-22-2020



COVID-19 Response – Operations (cont.)

- Telemedicine Primary Care: 3-24-2020
- Clinical Management Team: 3-24-2020
- Outpatient Lab Draw Suite 240: 3-24-2020
- Surge Plan Created for TFH and IVCH: 3-26-2020
- Telemedicine Specialty Services: 4-03-2020
- Outpatient Ultrasound OB Clinic: 4-06-2020
- Mobile CT Unit in Place: 4-06-2020
- Physical Therapy Telemedicine: 4-13-2020
- Resuming Services Plan: 4-20-2020

COVID-19 Response – Planning

- Planning

- Labor Pool Established: 3-04-2020
 - 298 Employees Worked Out of Class
- Weekly Memo Updates to Staff: 3-04-2020
- Mandatory Staff Retraining: 3-09-2020
 - Personal Protective Equipment (PPE)
 - Hand Washing/Infection Control
- COVID-19 Intranet Page Created: 3-10-2020
 - Crucial COVID Information
 - Video Tools
 - Discussion Board
- Travel Policy/Return to Work In Place: 3-13-2020
- Peer Support Program Expanded: 3-17-2020
 - Resiliency Rounds
 - Courageous Conversations
- Daily Administrative Metric Report: 3-18-2020
- Shelter In Place Pay Provided to Staff: 3-19-2020



COVID-19 Response – Planning (Cont.)

- Planning

- Began Biweekly Director Meetings: 3-20-2020
- Daily Reports Submitted as Mandated: 3-23-2020
- Housing Established for COVID Staff As Needed: 3-26-2020
- Employee COVID Hotline Started: 3-27-2020
- Physician/Staff Mask Requirement: 3-31-2020
- Food Delivery Program to Offsite Staff: 3-31-2020
- Zoom Town Hall Sessions Initiated for Staff: 4-13-2020
- Collaboration with County Emergency Operations: Ongoing
 - Washoe County
 - Placer County
 - Nevada County

COVID-19 Response – Financial

- Tracked COVID-19 expenses for future FEMA reimbursement.
- Monitored and received CARES Act funds. Distributed as required.
- Minimized out of pocket costs for most COVID-19 care.
- Received donations through our Foundations to support COVID-19 expenses:
 - TFHSF COVID-19 Emergency Response Fund: \$280,369
 - IVCHF COVID-19 Emergency Response Fund: \$576,892

COVID-19 Response – Logistics

- Initiated daily Personal Protective Equipment (PPE) Supply Report for tracking of potential PPE shortages.
- Received and distributed cloth mask donations from community and N95 masks from local businesses and schools.
- Monitored daily PPE supplies.
- Requested PPE supplies through Nevada and Washoe County as needed.
- Designed and implemented Telemedicine Solution during early COVID-19 restrictions.
- Deployed Remote Access Points to maintain and increase productivity during COVID-19 restrictions.
- Support of clinic and offices moves as needed for response to pandemic.
- Zoom upgrade deployed to increase security of patient and internal staff meetings.

COVID-19 Response– Public Information

- Public Information
 - Press Releases: 6
 - Updates to Service Clubs: 7
 - Video Messaging: 2
 - Participated in Town Council Meeting: 1
 - Participated in Board of Supervisors Meetings: 2
 - Participated in County Wide PIO Meetings: 6
 - Print Media Interviews: 12
 - Televised News Interviews: 2
 - Radio Interviews: 9
 - Social Media – Facebook/Twitter: Ongoing
 - Maintain Communication Channels: Ongoing
 - Regional Leaders
 - State Leaders
 - National Leaders
 - TFHS COVID-19 Website (English & Spanish) Updates: Ongoing
 - Created Frequently Asked Questions Page
 - Posted Nevada/Placer County, CDC, and State Notifications & Directives
 - Posted all Press Releases
 - Posted COVID-19 Related Videos from State & Counties
 - Prevention & Protection Information
 - COVID-19 Statistics for Healthcare Region
 - Created “Donate to COVID-19 Emergency Response Fund” page with Foundation
 - Daily Updates with New Information

COVID-19 Response – Future Plans

- Establish an indoor Pediatric Respiratory Illness Clinic (RIC).
- Expand TFH Adult RIC drive-in bays.
- Establish an Adult RIC in Tahoe City.
- Expand Abbott ID Now testing to other locations.
- BioFire Diagnostic Lab testing to be available at IVCH and TFH. BioFire Diagnostic has a 21 respiratory panel and COVID-19 test with a turnaround time of 90 minutes for results. TFHS was able to purchase two BioFire units from the donations of Incline Village and Tahoe Truckee residents.
- Communicating with Nevada and California in preparation for COVID-19 vaccines.
- Monitoring other community and business pandemic needs.



Questions?