



**SPECIAL MEETING OF THE
BOARD OF DIRECTORS
RETREAT MINUTES**

Tuesday, April 01 2025 at 8:30 a.m. – 5:30 p.m.
Wednesday, April 02, 2025 at 8:30 a.m. – 4:00 p.m.

Granlibakken Tahoe – Alder Room
725 Granlibakken Road, Tahoe City CA 96145

Day One – Tuesday, April 01, 2025 at 8:30a.m.

1. CALL TO ORDER

Meeting was called to order at 9:03 a.m. (delayed due to weather)

2. ROLL CALL

Board: Michael McGarry, Board Chair; Dr. Robert Darzynkiewicz, Vice Chair; Alyce Wong, Secretary; Mary Brown, Treasurer; Dale Chamblin, Board Member

Staff in attendance: Anna Roth, President & CEO; Louis Ward, Chief Operating Officer; Crystal Felix, Chief Financial Officer; Dr. Brian Evans, Chief Medical Officer; Jake Dorst, Chief Human Resources Officer; Ted Owens, Executive Director of Governance; Sarah Jackson, Executive Assistant / Clerk of the Board

Other: David Ruderman, General Counsel; Pamela Knecht of ACCORD Ltd;

3. AUDIENCE INPUT

None

4. ITEMS FOR BOARD DISCUSSION

4.1. Welcome and Opening Comments

Pam Knecht, Retreat Facilitator provided opening comments and reviewed the retreat agenda.

Chair McGarry provided opening comments and reviewed a philosophy of change for the retreat.

4.2. Retreat Objectives, Agenda and Group Guidelines

Pamela Knecht, Retreat Facilitator, reviewed the retreat agenda. Group introductions were made.

4.3. Current Tahoe Forest Health System Community Partnerships

Chief Operating Officer and Executive Director of Governance reviewed current Community Partnerships.

Partnerships should have a nexus to health care, provide a community benefit, be equitable, provide funds and people, create relationships, and be integrated into the community versus a silo business.

The evolution of community partnerships was reviewed.

Special Meeting of the Board of Directors of Tahoe Forest Hospital District
April 1 & 2, 2025 RETREAT MINUTES – Continued

Funding and appropriate budget streams for community benefit and community partnerships were reviewed.

Charity care is not considered as part of the funding of community benefit or community partnerships.

4.4. Hospital and Health System Community Health Improvement Partnership Examples

Pamela Knecht, Chair McGarry, and Anna Roth provided examples of Community Partners.

Further discussion was held regarding the examples of the various example partner models.

4.5. Tahoe Forest Health System Community Partnership

Pamela Knecht, Retreat Facilitator led discussion in defining “community” and “partnerships.”

Extensive discussion was held regarding defining the “community” of Tahoe Forest Health System.

Extensive discussion was held regarding what type of “partnerships” Tahoe Forest Health System is looking to create.

4.6. Tahoe Forest Health System’s Role in Community Partnerships

The role of Tahoe Forest Health System in Community Partnerships was jointly discussed with item 4.7.

4.7. Tahoe Forest Health System’s Foundation of Excellence Community Peak

Extensive discussion was held regarding if there was a need to refine the Community Peak or continue the work that has already begun on the existing Community Peak through the Community Health Index as it stands.

The Community Health Index currently consists of: Health Equities & Disparities, Substance Misuse, Chronic Disease Management, Mental and Behavioral Health, Prevention and Wellness.

Matt Mushet, In-house Counsel and Jake Dorst, Chief Information and Innovation Officer departed the meeting at 2:45 pm.

4.8. Facilitated Group Discussion

Pam Knecht, Retreat Facilitator led facilitated group discussion on what roles Tahoe Forest Health System could play in future partnerships (e.g. providing resources? Following? Convening? Leading?).

Extensive discussion was held regarding potential future partnerships for Tahoe Forest Health System in order to achieve the recommended targets of the Community Health Index.

Further discussion was held regarding how potential partnerships could help achieve the target goals of the Community Health Index.

Dr. Joy Koch, Chief of Staff; Dr. David Ritchie, Chair of Medicine; Dr. Mark Wainstein, Chair of Surgery; Megan Shirley, PA-C, Population Health Medical Director, Community Engagement Committee Liaison; Alan Kern, PFAC Member and TFHS Foundation Board Member; Karli Bunnell, Executive Director Foundations joined the meeting at 4:15 pm

4.9. Facilitated Input Session

Chair McGarry welcomed and facilitated introductions of the community partners that joined the special board meeting.

Pamela Knecht, Retreat Facilitator led a community facilitated input session regarding defining who the “community” is, what constitutes the right community “partnership,” what role(s) should TFHS play in future partnerships to improve community health, and would the community partners like to be engaged with this discussion in the future?

Megan Shirley, PA-C, Population Health Medical Director, Community Engagement Committee Liaison, reviewed current community partnerships that are engaged with the four target metrics within the Community Health Index.

Extensive discussion was held regarding the workgroups and partnerships available to each workgroup.

4.10. Wrap up and Next Steps

The President & CEO provided closing comments. Further closing comments were made for day one. Day two will be reconvened at 8:30 a.m.

5. ADJOURN

Meeting adjourned at 5:55 p.m.

Day Two – Wednesday, April 2, 2025 at 8:30 a.m.

6. CALL TO ORDER

Meeting called to order at 8:40 a.m.

7. ROLL CALL

Board: Michael McGarry, Board Chair; Dr. Robert Darzynkiewicz, Vice Chair; Alyce Wong, Secretary; Mary Brown, Treasurer; Dale Chamblin, Board Member

Staff in attendance: Anna Roth, President & CEO; Louis Ward, Chief Operating Officer; Crystal Felix, Chief Financial Officer; Jake Dorst, Chief Human Resources Officer; Ted Owens, Executive Director of Governance; Karli Bunnell, Executive Director of Foundations; Matt Mushet, In-House Counsel; Sarah Jackson, Executive Assistant / Clerk of the Board

Other: Pamela Knecht of ACCORD Ltd;

8. AUDIENCE INPUT

None

9. ITEMS FOR BOARD DISCUSSION

9.1. Review of Day One

Chair McGarry opened the retreat and requested highlights and opportunities from participants on day 1.

Pamela Knecht, Retreat Facilitator, reviewed highlights from day one of the Retreat.

Day 2 Agenda was reviewed.

9.2. Community Partnership Opportunities

Extensive Discussion was held regarding potential community partnership opportunities and the process of partnership engagement.

9.3. Role of Philanthropy Opportunities

The TFHSF and IVCHF organization structures were reviewed.

Karli Bunnell, Executive Director of Foundations reviewed the historical roles of philanthropy and the Foundations at Tahoe Forest Health System and Incline Village Community Hospital.

9.4. Role of Board Members and the Board Community Engagement Committee in Community Health Improvement

Extensive discussion was held regarding the role of Board Members, the role of the Foundation Boards, and the role of Administration both in Community Health and in Community Engagement.

9.5. 2024 Board Self-Assessment

The Board of Directors and President and CEO reviewed the 2024 Board Self-Assessment.

9.6. Future Board Self-Assessment Methods

The Board of Directors reviewed the current Board Self-Assessment tool and other self-assessment methods. The goal of self-assessment is to aid the board in achieving the best practices in a variety of areas. Discussion was held.

9.7. Board and Management Role Clarification

The Board and President and CEO clarified expectations surrounding respective roles.

9.8. Wrap up, Evaluation and Next Steps

The Board of Directors discussed the development of new board development goals for 2025.

10. ADJOURN

Meeting adjourned at 4:35 p.m.