

Measuring True North

June 2026



Tahoe Forest True North Aims:



Health Within Reach

Access, choice, lower cost & convenience



Community Guided

Sustain world-class care shaped by community



Transformation

Accountability, alignment & stronger governance



The Five Driver Model



What drives our measurement strategy

Informed by patients, clinicians, frontline staff, community partners, and organizational data



Framework Development

5,000 Voices Outreach

TFHS Team Input

Performance Metrics

Trend & Risk Indicators



Ongoing Measurement

Clinical Excellence

- Quality & Patient Safety
- Regulatory Requirements

Operational Performance

- Access & Throughput
- Department Performance

Organizational Health

- Financial Stewardship
- Workforce Engagement



Guided by Our True North



Understanding Measurement Science

What is it and how it leads to improvement

Standard Metrics

Process Metrics

Outcome Metrics

Balancing Metrics

Novel Metrics

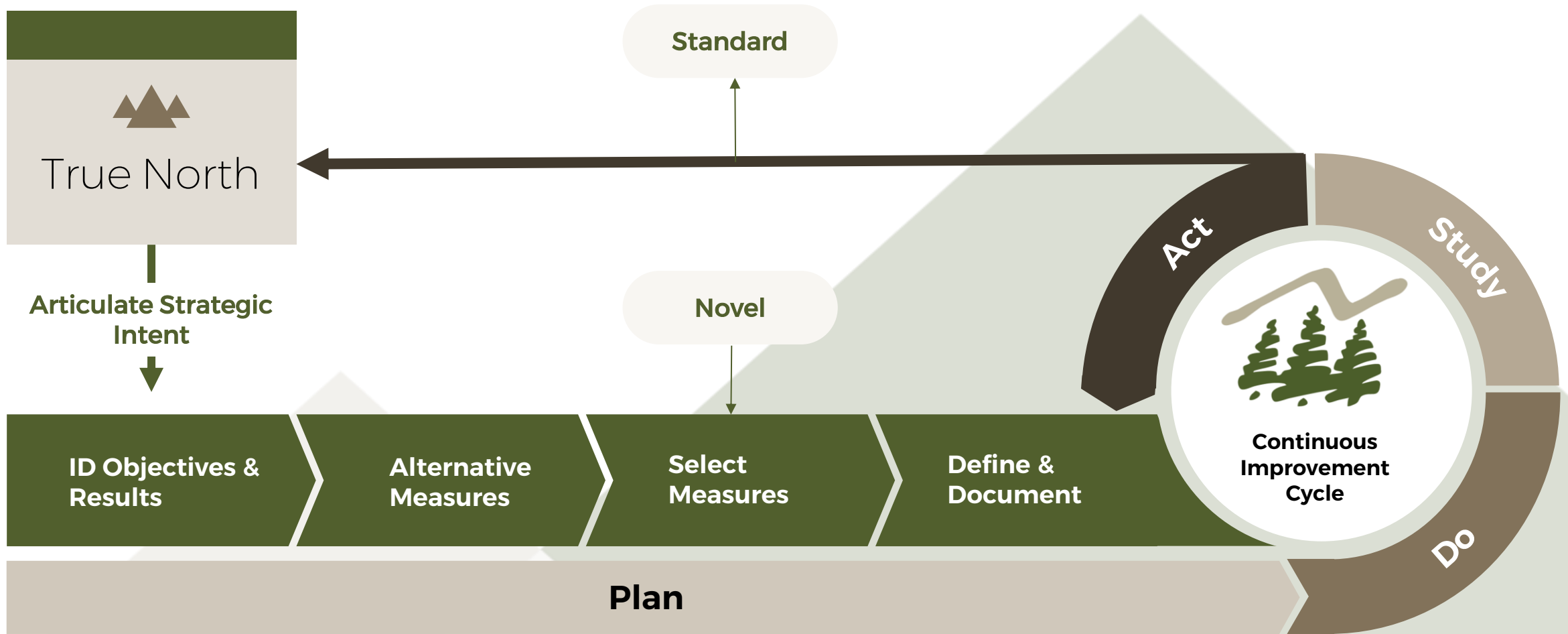
Developing the Metric

Establishing Reporting Stability

Establishing Baselines



Understanding Metric Development





Health Within Reach

GOAL

In 2027, TFHS will strengthen its position as the community's trusted, accessible health home that meets our patients' needs by:

4,000

Visits per month

Number of Primary Care visits (capacity)

Current FY monthly average ~ 3200 visit

STANDARD

30 Days

Third Next Available Appointment

Reducing wait times for appointments

TNAA* for Primary Care, Women's Health, Pediatric
Current TNAA: ~35 days

STANDARD

Financial Assistance

Making care more affordable and accessible

Lab test utilization (Reporting Only)
Total financial assistance (Reporting only)

NOVEL



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GOAL

In 2027, TFHS will deliver exceptional, world-class care that addresses what matters most to our community, staff and partners by:

Input Informs Action

5000 Voices 2.0

Build on the 5,000 Voices effort so ongoing community input informs action across the organization (Reporting Only)

NOVEL

Leveraging PFAC*

PFAC Action Plan

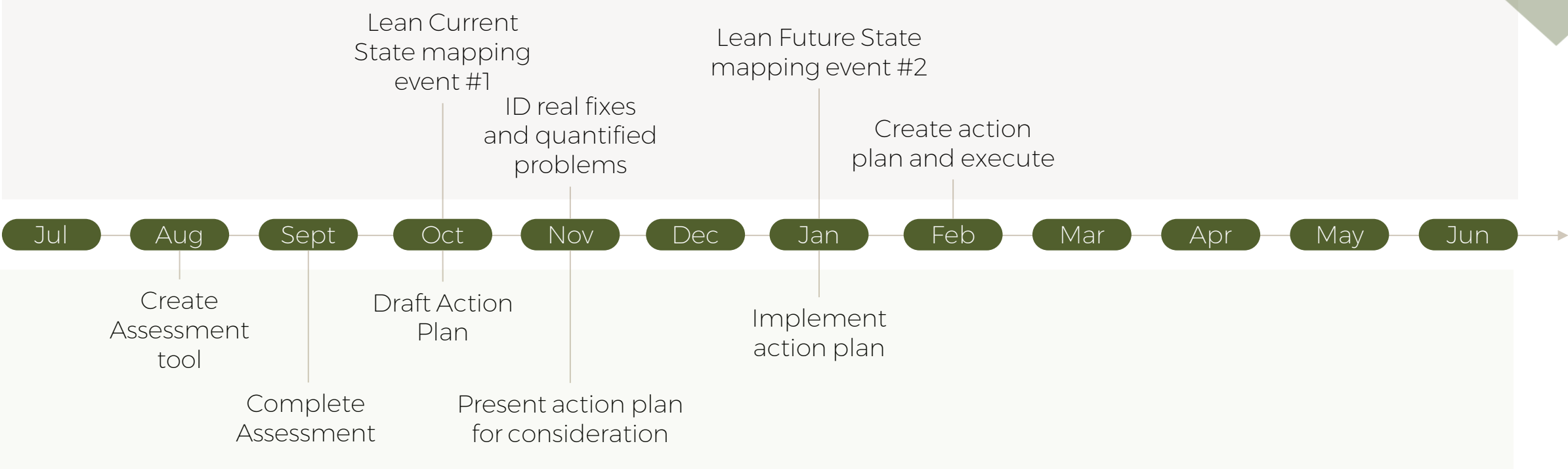
Better leveraging the Patient and Family Advisory Council as measured by conducting an assessment and developing action plans (Reporting Only)

NOVEL



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5,000 Voices 2.0



Patient and Family Advisory Council



Transformation

GOAL

In 2027, TFHS will leverage the wisdom, ingenuity and insights of our community to find solutions, share power, and operate with accountability and alignment by:

Health In Action

Transformation Summit

Convening a community-shared transformation summit (Reporting Only)

Novel

Board Engagement

Governance

Supporting strong governance as measured by developing and implementing a board education plan and establishing a community advisory structure (Reporting Only)

Novel

Partnerships

Build collaboration across the organization:

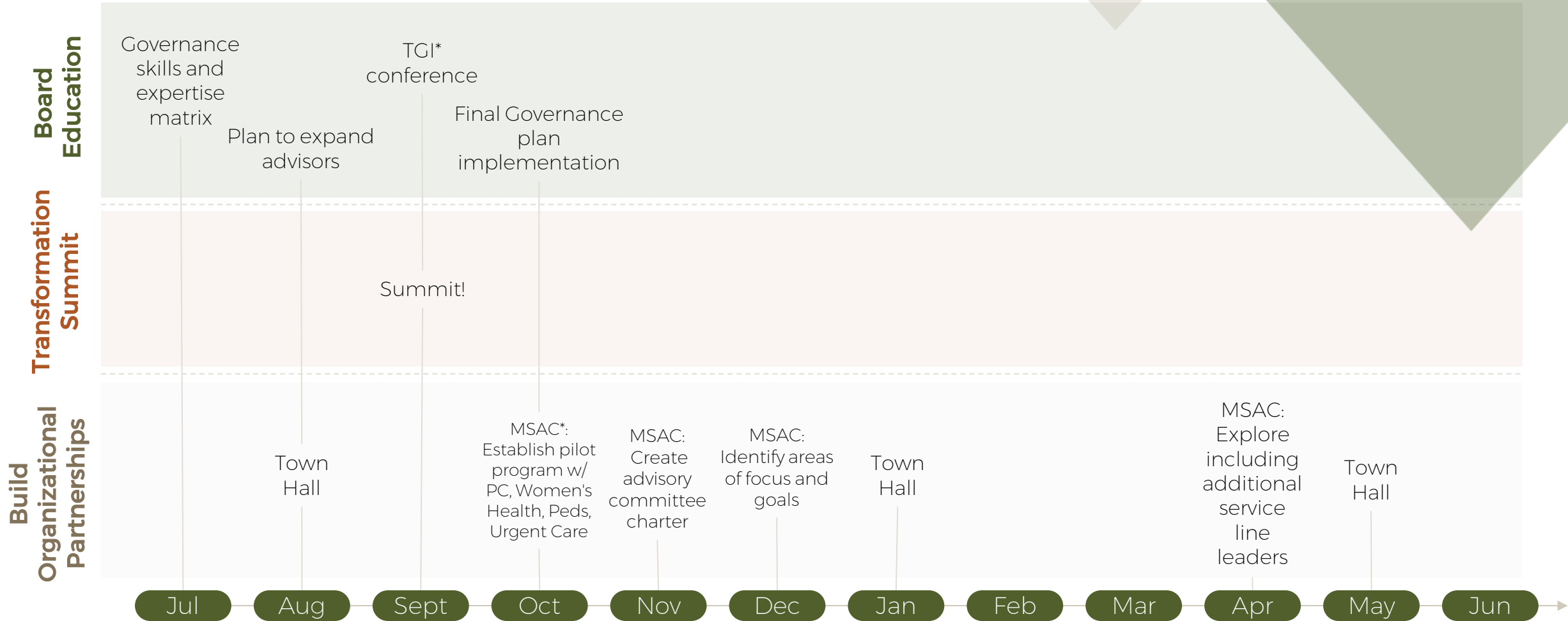
Define and establish medical staff advisory committee
Engage employees through existing structures with at least three engagement sessions (Reporting Only)

Novel



TAHOE FOREST
HEALTH SYSTEM

Transformation



Balancing Metrics

Addressing unintended consequences with Balancing Metrics

Satisfaction Surveys

Patients

Employees

Physician alignment

Operational Surveillance

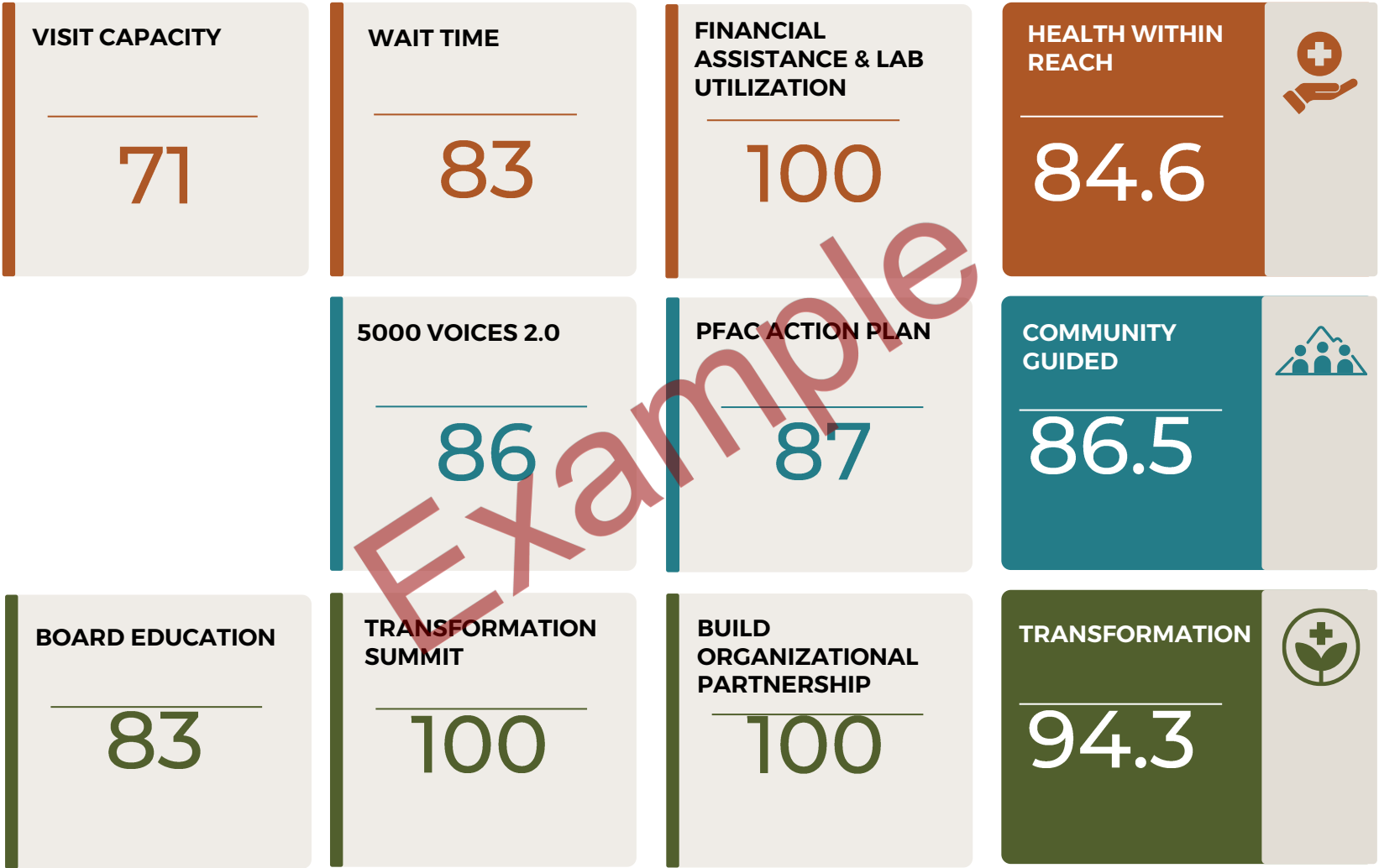
Operating Margin

Quality and safety

Workforce



Governance Dashboard Sample



Next steps:

Develop baselines and benchmarks

Periodical board updates on goals and measures

Office Hours
