



TAHOE FOREST
HEALTH SYSTEM

TRUE NORTH 2030

Measuring Success

June 2026



The True North Measurement Framework

The best strategies fall short without consistent, thoughtful measurement.

Strong measurement does more than provide a target to aspire to. When used effectively, metrics can engage and motivate staff, community members and the Board. They support course correction, reveal how actions affect other elements of the plan, and help us prioritize the use of critical resources, including finances and our workforce.

Most importantly, measurement transforms strategy into action. By defining and tracking meaningful indicators of success, the True North plan can move beyond concepts and aspirations to create measurable improvement and lasting change.

The True North aims must be continually evaluated to ensure progress toward our larger goal of improving the lives and well-being of the communities we serve. Developed through extensive community outreach as part of the 5,000 Voices engagement initiative, these aims reflect community priorities and require ongoing measurement to ensure meaningful progress.

Tahoe Forest True Aims



Health Within Reach

Access, choice, lower cost & convenience



Community Guided

Services shaped by community



Transformation

Shared decisions, stronger accountability

A Commitment to Measurement Excellence

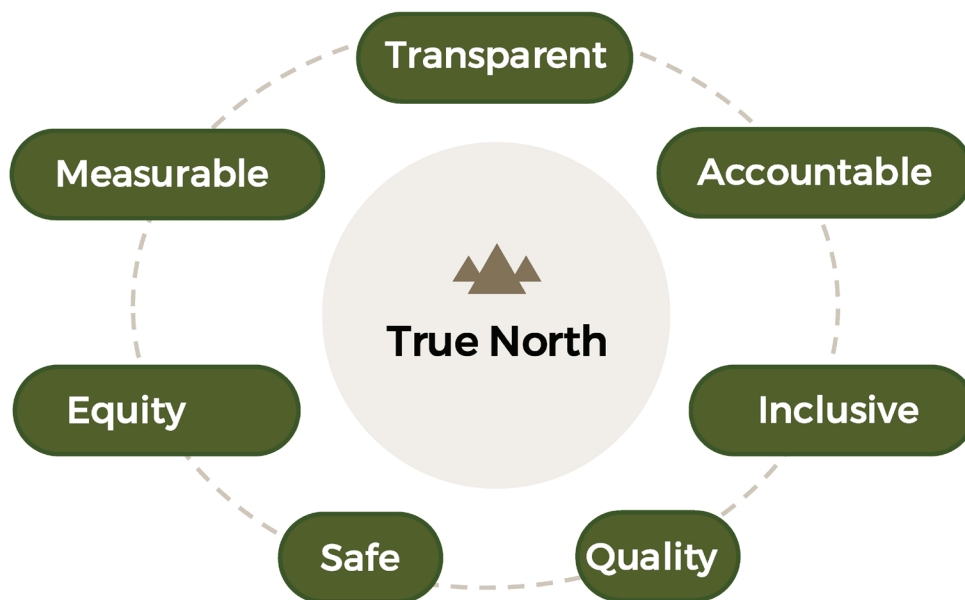
True North aspires to enhance how TFHS operates and serves the community significantly. Rigorous measurement is an essential part of that strategy.

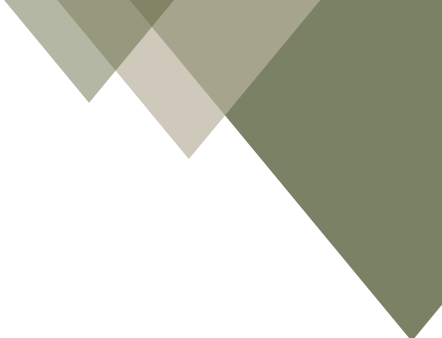
This plan outlines the measurement science that will guide these efforts while emphasizing that the True North measurement framework is designed to complement—not replace—existing organizational performance and accountability systems.

The scope of this strategy is ambitious but attainable. Achieving our goals will require collaboration among frontline staff, clinicians, patients, data and, most importantly, the communities we serve.

As we establish the True North measurement framework, we are committed to the following principles:

True North Design Principles





TRANSPARENT: Staff, community members and the Board must have confidence that our metrics are based on accurate, observable and verifiable data. Transparency builds trust in both the measurement process and the progress it demonstrates.

ACCOUNTABLE: Reliable measurement depends on accountability at every level of the organization. Every team member plays a role not only in collecting and sharing data, but also in responding to results and using them to drive improvement.

MEASURABLE: Metrics should provide a clear and practical foundation for evaluation. We are committed to developing realistic measures that resonate with staff, community members and the Board while reflecting the goals of True North.

INCLUSIVE: Effective measurement requires broad participation and buy-in. By engaging staff, community members and leadership in developing metrics, we build the trust and shared ownership necessary for long-term success.

EQUITABLE: True North seeks to advance equitable access to health care regardless of income, geography or cultural background. Our measurement framework must reflect that commitment by examining outcomes across different populations and identifying disparities that may be hidden within overall averages.

SAFE: Our measurement practices will prioritize the safety, dignity and privacy of both patients and staff. This requires careful consideration of how data is collected, shared and interpreted.

QUALITY: Quality is at the core of both True North and Tahoe Forest Health System. Our measurement framework will focus on delivering safe, effective, patient-centered, timely, efficient and equitable care.

UNDERSTANDING MEASUREMENT SCIENCE

Measurement science is the study of how measurements are developed, validated and applied. It provides the tools and methods needed to generate accurate, reliable and consistent data that support decision-making, improvement and innovation. In healthcare, measurement science helps organizations determine whether their efforts are achieving the intended results and where adjustments may be needed.

Measuring progress toward the True North strategy will require both existing standard metrics and the development of new, or novel, metrics. Together, these measures will provide a more complete picture of performance, impact and progress.

TFHS has extensive experience using standard metrics. These measures have established benchmarks, are widely understood and can be deployed immediately. Three types of standard metrics will be used:

PROCESS METRICS – Measures how effectively activities, workflows or interventions are being carried out to achieve a desired goal.

OUTCOME METRICS – Measures the results or impact of a program, initiative or intervention on the people or populations it is intended to benefit.

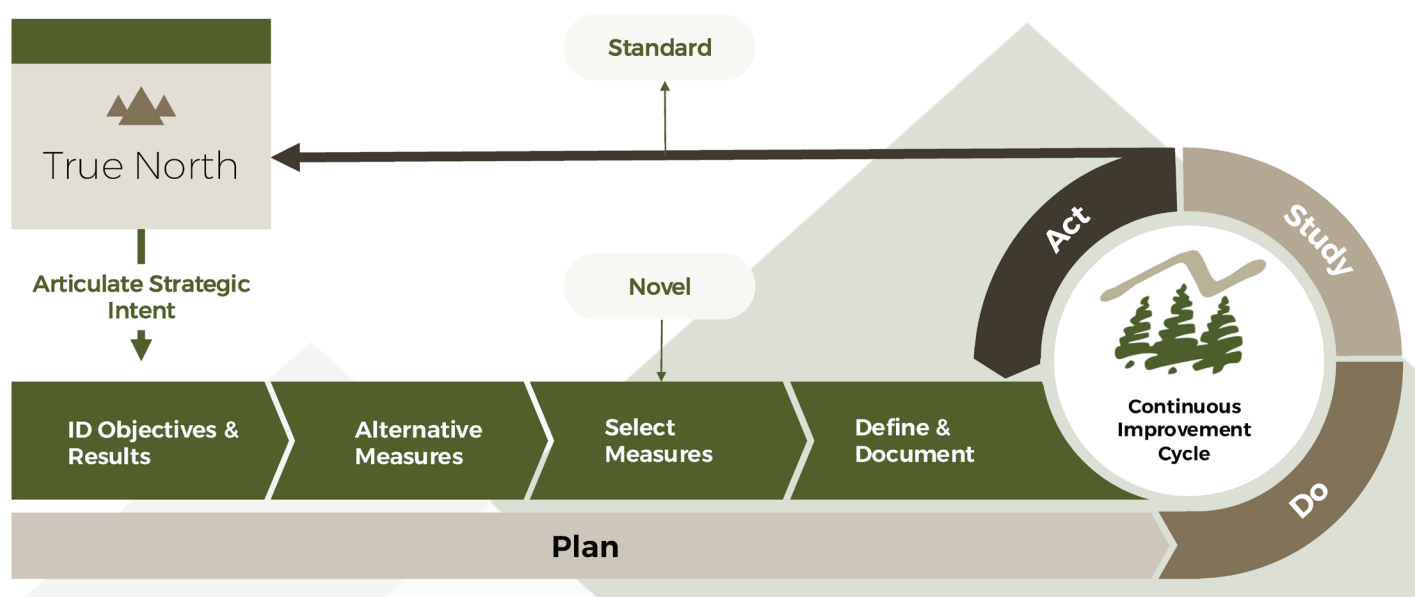
BALANCING METRICS – Measures whether improvements in one area are creating unintended consequences or challenges in another area.



While standard metrics allow us to begin measuring progress immediately, many of the goals and initiatives introduced through True North represent new ways of engaging with our community and delivering value. As a result, they will require novel metrics designed to evaluate their effectiveness and impact.

Developing these novel metrics will require collaboration among the measurement team, staff, leadership and community representatives to define meaningful measures and establish baselines and targets. This work will require rigor, discipline and patience, but it is an important investment that will help TFHS evaluate the full impact of the True North strategy and ensure we are measuring what matters most.

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



Community Guided

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 Voice 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



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

BALANCING METRICS: MONITORING THE HEALTH OF THE ENTIRE SYSTEM

While the True North framework focuses on achieving specific strategic objectives, TFHS must also monitor the organization's broader health. Balancing metrics help identify unintended consequences that may occur when improvement efforts in one area place pressure on another.

These measures ensure that progress is sustainable and benefits both the community and the organization.

- Satisfaction Surveys:
 - Patients
 - Employees
 - Physician Alignment
- Operational Surveillance:
 - Operating Margin
 - Quality and Safety
 - Workforce



MEASURING PROGRESS, DRIVING CHANGE

The True North measurement framework is designed to help TFHS turn community priorities into meaningful action. By combining standard metrics with new measures tailored to our goals, we can better understand our progress, learn from our experiences and make informed decisions along the way.

Like the True North strategy itself, this framework will continue to evolve. Some measures can be implemented immediately using existing data. Others will require additional development to ensure they accurately reflect the outcomes we hope to achieve for our patients, staff and community.

Next Steps

In the coming months, TFHS will:

- Confirm measures, data sources and reporting processes
- Establish baselines and performance targets
- Develop novel metrics for new programs and initiatives
- Engage staff and community members in refining measures
- Provide regular updates to leadership and the Board

Measurement is more than a reporting tool.

It is a way to learn, improve and remain accountable to the communities we serve. By committing to a transparent and thoughtful measurement framework, TFHS will be better positioned to stay on course, make informed decisions and ensure True North delivers meaningful and lasting impact.

