TAHOE FOREST
HOSPITAL DISTRICT

SPECIAL MEETING OF THE BOARD OF DIRECTORS RETREAT MINUTES

Wednesday, March 4, 2026 at 9:00 a.m. – 8:00 p.m.
Thursday, March 5, 2026 at 9:00 a.m. – 1:00 p.m.

Gravity Haus Truckee-Tahoe, 10918 Brockway Rd,
Truckee, CA 96161

Day One – Wednesday, March 4, 2026 at 9:00 a.m

1. **CALL TO ORDER**

Meeting was called to order at 9:00 a.m.

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; Ted Owens, Executive Director of Governance; Kim McCarl, Chief Strategy Officer; Dr. Joy Koch, Chief of Staff; Dylan Crosby, VP of Facilities & Construction; Matt Mushet, In-House Counsel, Sarah Jackson, Clerk of the Board

Other: Mark Finucane, Managing Director Alvarez & Marsal; Tere LeBarron, Executive Director Alvarez & Marsal; Keith Kelson, Senior Director Alvarez & Marsal; Larry Gage, Senior Counsel Alston & Bird; Roark Lundal, Analyst Alavarez & Marsal; Mackenzie Anderson, General Counsel;

3. **AUDIENCE INPUT**

None

4. **ITEMS FOR BOARD DISCUSSION**

4.1. Welcome and Opening Comments

Chair McGarry provided welcoming comments and group introductions were made.

CEO provided opening comments.

4.2. Retreat Agenda, Objectives and Participant Overview

Mark Finucane, Retreat Facilitator, reviewed the retreat agenda and objectives.

4.3. Review Local, Regional, and National Healthcare Landscape

Mr. Finucane reviewed regulatory and industry trends across the healthcare landscape.

Discussion was held.

Open Session Recessed at: 10:00

5. CLOSED SESSION

5.1. Report Involving Trade Secrets (Health & Safety Code § 32106)

Discussion will concern: Existing and potential new programs and service lines
Estimated date of disclosure: December 2026

Discussion was held on a privileged item.

6. OPEN SESSION

Open Session Reconvened at: 12:07 p.m.

7. REPORT OUT OF CLOSED SESSION

General Counsel reported out of Closed Session. There were no reportable actions taken.

Meeting recessed for lunch at: 12:08 p.m.

LUNCH

Meeting reconvened at: 12:48 p.m.

8. ITEMS FOR BOARD DISCUSSION

8.1. Board Development Goals

The Board of Directors will discuss development of governance goals for CY 2026 and moving forward.

Mr. Gage discussed Effective Governance, powers, and duties of hospital boards.

Discussion was held.

8.2. Board Self-Assessment Tool

The Board of Directors will review the Board Self-Assessment tool.

Mr. Gage reviewed the Board Assessment process and tool.

Discussion was held.

8.3. Board Self-Assessment

The Board of Directors will review and discuss results of the Board Self-Assessment.

Mr. Gage discussed the Board Assessment results.

Discussion was held.

Open Session Recessed at: 2:35 p.m.

9. CLOSED SESSION

9.1. Report Involving Trade Secrets (Health & Safety Code § 32106)

Discussion will concern: Existing and potential new programs and service lines
Estimated date of disclosure: December 2026

Discussion was held on a privileged item.

10. OPEN SESSION

Open Session Reconvened at: 4:37 p.m.

11. REPORT OUT OF CLOSED SESSION
General Counsel reported out of Closed Session. There were no reportable actions taken.

Recess / Break
Meeting recessed: 4:37 p.m. until the dinner session.

12. ITEMS FOR BOARD DISCUSSION

On site dinner session was reconvened at: 6:00 p.m.

12.1. Dinner
The Board of Directors and retreat attendees will attend dinner on site.

13. ADJOURN DAY 1
Meeting adjourned at: 8:35 p.m.

Day Two – Thursday, March 5, 2026, at 9:00 a.m.

14. CALL TO ORDER
Meeting was called to order at 9:05 a.m.

15. 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; Ted Owens, Executive Director of Governance; Kim McCarl, Chief Strategy Officer; Dr. Joy Koch, Chief of Staff; Dylan Crosby, VP of Facilities & Construction; Matt Mushet, In-House Counsel, Sarah Jackson, Clerk of the Board

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16. INPUT – AUDIENCE
ED Governance provided an update on the operational statistics and community update for week 1 TTHAC Truckee Navigation Center Shelter and day use center.

17. ITEMS FOR BOARD DISCUSSION
17.1. Review of Day One
Mr. Finucane and Chair McGarry reviewed day 1’s agenda topics and conversations.

Discussion was held.

17.2. Retreat Agenda and Objectives

Mr. Finucane reviewed day 2's agenda and objectives.

Discussion was held.

Open Session Recessed at: 9:25 am

18. CLOSED SESSION

18.1. Report Involving Trade Secrets (Health & Safety Code § 32106)

Discussion will concern: Existing and potential new programs and service lines
Estimated date of disclosure: December 2026

Discussion was held on a privileged item.

19. OPEN SESSION

Open Session Reconvened at: 12:45 p.m.

20. REPORT OUT OF CLOSED SESSION

General Counsel reported out of Closed Session. There were no reportable actions taken.

21. ITEMS FOR BOARD DISCUSSION

21.1. Closing Remarks

None

22. ADJOURN

Meeting adjourned at: 12:45 p.m.