



2026-07-23 REGULAR Meeting of the Board of Directors

Thursday, July 23, 2026, at 4:00 p.m.

Tahoe Forest Hospital - Eskridge Conference Room

10121 Pine Avenue, Truckee, CA 96161

Meeting Book - 2026-07-23 REGULAR Meeting of the Board of Directors

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13. MEDICAL STAFF EXECUTIVE COMMITTEE

MEC reports there is no consent agenda for the month of July 2026

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23. ADJOURN

REGULAR MEETING OF THE BOARD OF DIRECTORS AGENDA

Thursday, July 23, 2026, at 4:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

If you would like to view the live meeting or speak on an agenda item, you can access the meeting remotely:
Please use this zoom link: <https://tfhd.zoom.us/j/81070388983>

Or join by phone:

If you prefer to use your phone, you may call in using the numbers listed:
(669) 900 6833 or (669) 444 9171
Meeting ID: 810 7038 8983

Public comment will also be accepted by email to sarah.jackson@tfhd.com or online at <https://www.tfhd.com/board-of-directors/board-meetings/#comment>. Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

Oral public comments will be subject to the **three-minute** time limitation (approximately 350 words). Written comments will be distributed to the board prior to the meeting but not read at the meeting.

1. CALL TO ORDER

2. ROLL CALL

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

4. INPUT AUDIENCE

This is an opportunity for members of the public to comment on any closed session item appearing before the Board on this agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Clerk of the Board 24 hours prior to the meeting to allow for distribution.

5. CLOSED SESSION

5.1. Approval of Closed Session Minutes ♦

5.1.1. 06/25/2026 Special Meeting

5.1.2. 06/25/2026 Regular Meeting

5.2. Hearing (Health & Safety Code § 32155) ♦

Subject Matter: Service Recovery Report FY 2026

5.3. Hearing (Health & Safety Code § 32155) ♦

Subject Matter: Complaints and Grievance Report FY 2026

Regular Meeting of the Board of Directors of Tahoe Forest Hospital District
July 23, 2026, AGENDA – Continued

5.4. TIMED ITEM – 5:30 PM - Hearing (Health & Safety Code § 32155) ♦

Subject Matter: Medical Staff Credentials

6. DINNER BREAK

7. (APPROXIMATELY 6 P.M.) OPEN SESSION – CALL TO ORDER

8. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

9. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

10. INPUT FROM AUDIENCE

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot act on any item not on the agenda. The Board Chair may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

11. INPUT FROM EMPLOYEE ASSOCIATIONS

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes.

12. PRESIDENT & CEO – MONTHLY HIGHLIGHTS

12.1. Monthly Highlights ATTACHMENT

President & CEO Anna M. Roth will provide an update highlighting key developments, initiatives, and recent activities impacting the District.

13. MEDICAL STAFF EXECUTIVE COMMITTEE ♦

The Medical Staff Executive Committee (MEC) reports there is no consent agenda for the month of July 2026.

14. CONSENT CALENDAR ♦

These items are expected to be routine and non-controversial. They will be acted upon by the Board without discussion. Any Board Member, staff member or interested party may request an item to be removed from the Consent Calendar for discussion prior to voting on the Consent Calendar.

14.1. Approval of Minutes of Meetings

14.1.1. 06/25/2026 Regular Meeting ATTACHMENT

14.1.2. 06/25/2026 Special Meeting ATTACHMENT

14.2. Financial Reports ATTACHMENT

14.2.1. Financial Report – Preliminary June 2026 ATTACHMENT

14.3. Board Reports ATTACHMENT

14.3.1. Executive Board Report – July 2026 ATTACHMENT

14.4. Approval of Board and Governance Policies ATTACHMENT

14.4.1. ABD-10 Emergency On-Call ATTACHMENT

14.4.2. AGOV-01 A Culture of Safety ATTACHMENT

14.4.3. AGOV-1801 Patient Identification and Arm Banding ATTACHMENT

14.5. Fiscal Year 2026 Service Excellence Report ATTACHMENT

14.6. Tahoe Forest Home Health & Hospice Services Annual Quality Report..... ATTACHMENT

15. ITEMS FOR BOARD DISCUSSION

15.1. Lab Affordability Pilot: Reducing Barriers to Care..... ATTACHMENT

The Board of Directors will receive an update on the strategy supporting implementation of the Lab Affordability Pilot.

16. ITEMS FOR BOARD ACTION ♦

16.1. Resolution 2026-05 ♦ ATTACHMENT

The Board of Directors will review and consider adopting a resolution directing Placer and Nevada Counties, CA to approve a resolution setting the Tax Rate per \$100,000 of Assessed Value for the 2026-27 Fiscal Year for the debt service requirement of the District's General Obligation (GO) Bonds.

17. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

18. BOARD COMMITTEE REPORTS

19. BOARD MEMBERS' REPORTS / CLOSING REMARKS

20. CLOSED SESSION CONTINUED, IF NECESSARY

21. OPEN SESSION

22. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

23. ADJOURN

Regular Meeting of the Board of Directors of Tahoe Forest Hospital District
July 23, 2026, AGENDA – Continued

Tahoe Forest Hospital District has enabled live captioning and live Spanish translation in Zoom. To turn on live captions (subtitles) follow these steps:

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3. Select: Caption Language
4. Choose: Spanish

ACCESSING PUBLIC MEETINGS

As a public service to the community, The Tahoe Forest Hospital District Board of Directors meetings are held in-person, and viewable through a live webcast on the District’s website at: <https://u.peg.tv/s/leyfpc>

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is August 27, 2026 at Tahoe Forest Hospital – Eskridge Conference Room, 10121 Pine Avenue, Truckee, CA, 96161. A copy of the board meeting agenda is posted on the District’s web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting. Materials related to an item on this Agenda submitted to the Board of Directors, or a majority of the Board, after distribution of the agenda are available for public inspection in the Administration Office, 10800 Donner Pass Rd, suite 200, Truckee, CA 96161, during normal business hours.

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District’s public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Clerk of the Board at (530) 582-3583 at least 24 hours in advance of the meeting.

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President and CEO Monthly Highlights

Anna M. Roth, RN, MSN, MPH
July 2026



True North 2030 | STRATEGIC PRIORITIES:

Access Redesign

Workstream Lead:

Debi Stanley

Executive Sponsor:

Dylan Crosby

- Improve access to primary care services
- Expand scheduling, navigation, virtual care and extended hours to increase capacity
- Improve financial navigation

Operations

Workstream Lead:

Lauren Lessard

Executive Sponsor:

Louis Ward

- Improve downstream operational performance
- Improve access across imaging, surgery and other ancillary services
- Maintain highest levels of patient satisfaction

True North 2030 | STRATEGIC PRIORITIES:

People & Leadership

Workstream Lead:

Lauren Caprio

Executive Sponsor:

Lisa Foust

- Enhance employee development, engagement and culture
- Strengthen leadership development and succession planning
- Align gain sharing, performance management and recognition with organizational goals

Lauren Caprio

Governance

Workstream Lead:

Sarah Jackson

Executive Sponsor:

Kim McCarl

- Clarify board, executive and workstream roles, responsibilities and decision-making authority
- Strengthen board education, engagement and governance effectiveness
- Establish policies, charters and governance standards that support strategic execution

True North 2030 | STRATEGIC PRIORITIES:

Medical Staff Partnership

Workstream Lead:

Sam Smith

Executive Sponsor:

Brian Evans, MD

- Improve medical staff engagement
- Modernize care delivery models
- Align physician incentives with access, quality and outcomes

Finance

Workstream Lead:

Forhad Islam

Executive Sponsor:

Crystal Felix

- Long-range financial sustainability
- Business intelligence
- Affordability Pilots





Health Within Reach

Expanding Access Across Our Region

Tahoe Forest North Shore Clinic opening

Take a tour of the clinic

Meet the Care Team





Community Guided

Advancing Food Security



\$150K

COMMUNITY PARTNERSHIP AWARD FOR SIERRA COMMUNITY HOUSE

Supports immediate food access while strengthening long-term solutions to food insecurity



Navigation Center



94%

AVERAGE BED OCCUPANCY

Providing safe, temporary housing for community members in need

Supporting transitions to permanent housing and ongoing services

Truckee Fourth of July Parade



2.5K

SUNSCREEN STICKS DISTRIBUTED

1000s of residents and visitors

50 T-shirts given to parade goers

100 gallons of water provided

Community first aid station staffed



TAHOE FOREST
HEALTH SYSTEM

©Tahoe Forest Health System 2025



Tahoe Forest is honored to be selected for the 2026 Community Partnership Award.

Angel Flight West is a network of volunteer pilots that provide free medical transportation to people in need.

The mission is to ensure that geographic isolation never stand in the way of access to medical care.

Tahoe Forest has referred more than **150** patients since 2012.



THE TAHOE FORUM ON HEALTH & RESILIENCE



Beyond Possible

Featuring the Thomas D. Hobday Medical Lectureship

Sept 25th, 2026

Learn more and register



Jim Morrison



Dr. Gurpreet Dhaliwal



**REGULAR MEETING OF THE
BOARD OF DIRECTORS
DRAFT MINUTES**

Thursday, June 25, 2026 at 4:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

The Regular Meeting was held concurrently with the Special Meeting. Both were convened at 4:02 p.m.

1. CALL TO ORDER

Meeting was called to order at 4:02 p.m.

2. ROLL CALL

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

Board Member Absent: none

Staff in attendance: Anna Roth, President & CEO; Crystal Felix, Chief Financial Officer, Kim McCarl, Chief Strategy Officer; Louis Ward, Chief Operating Officer; Matt Mushet, In-House Counsel; Brian Evans, CMO; Dylan Crosby, Chief of Clinical Operations and Facilities; Matt Mushet, In-House Counsel; Sarah Jackson, Clerk of the Board;

Other: David Ruderman, General Counsel;

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

Chair McGarry noted corrections to the posted agenda, including the removal of Regular Meeting Closed Session Item 5.3 (Trade Secrets). Chair McGarry further noted that Special Meeting Closed Session Item 5.1, from the concurrently held Special Meeting, would be considered during the time allotted for the removed Regular Meeting Item 5.3.

4. INPUT AUDIENCE

None.

Open Session recessed at 4:04 p.m.

5. CLOSED SESSION

5.1. Approval of Closed Session Minutes ♦

5.1.1. 05/28/2026 Special Meeting

Discussion was held on a privileged item.

5.2. Liability Claims (Gov. Code § 54956.95) ♦

Claimant: Vaughn Brown

Claim Against: Tahoe Forest Hospital District

Discussion was held on a privileged item.

5.3. 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

Item removed from posted agenda.

5.4. Conference with Labor Negotiator (Government Code § 54957.6)

Name of District Negotiator(s) to Attend Closed Session: Michael McGarry

Unrepresented Employee: President & Chief Executive Officer

Discussion was held on a privileged item.

5.5. TIMED ITEM – 5:30PM - Hearing (Health & Safety Code § 32155) ♦

Subject Matter: Medical Staff Credentials

Discussion was held on a privileged item.

6. DINNER BREAK

APPROXIMATELY 6:00 P.M.

7. OPEN SESSION – CALL TO ORDER

Open Session reconvened at 6:06 p.m.

8. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

General Counsel reported out from Closed Session. Items 5.1, Closed Session Minutes of 05/28/2026 were approved on a 5-0 vote. Item 5.2 Liability Claim was rejected with a 5-0 vote. Item 5.3 (Regular Meeting) was removed from the agenda prior to entering Closed Session. Closed Session Item 5.1 from the concurrently held Special Meeting was considered in its place. No reportable action was taken. There were no reportable actions for item 5.4 and Medical Staff Credentials, item 5.5, was approved with a vote of 5-0.

9. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

None

10. INPUT – AUDIENCE

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board Chair may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

Email Public Comment was received from Don Fulda.

Public Comment was received from: Louis Ward, COO and Jim Franckum, Director of Pharmacy.

11. INPUT FROM EMPLOYEE ASSOCIATIONS

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes.

None.

12. PRESIDENT & CEO – MONTHLY HIGHLIGHTS

12.1. Monthly Highlights

President & CEO Anna M. Roth provided an update highlighting Health Within Reach, Community Guided, Transformation, key developments, initiatives, and recent activities impacting the District.

Discussion was held.

13. MEDICAL STAFF EXECUTIVE COMMITTEE ♦

13.1. Medical Executive Committee (MEC) Meeting Consent Agenda

MEC recommends the following for approval by the Board of Directors:

Privileges with Changes

13.1.1. *Emergency Medicine*

Policies with Changes

13.1.2. *Care Coordination Policies*

13.1.3. *DWFC Policies*

13.1.4. *CPAP BiPAP, DEDI-1901 (IVCH Policies)*

13.1.5. *Standardized Procedures*

13.1.6. *Standardized Procedure and Protocols for Physician Assistants and Nurse Practitioners, MSCP-10*

13.1.7. *Standardized Procedure Pre-Op Testing, DASU-2401*

Chief of Staff, Dr. Koch requested item 13.1.6. to be removed from the MEC Consent Agenda.

Dr. Koch provided an overview of the privileges and policies included within the Medical Executive Committee Consent Agenda.

Discussion was held.

ACTION: Motion made by Director Brown to approve the MEC Consent Agenda as presented with item 13.1.6. removed, seconded by Director Darzynkiewicz.

AYES: Directors Brown, Chamblin, Darzynkiewicz, Wong, McGarry.

Abstention: None

NAYS: None

Absent: None

14. CONSENT CALENDAR ♦

These items are expected to be routine and non-controversial. They will be acted upon by the Board without discussion. Any Board Member, staff member or interested party may request an item to be removed from the Consent Calendar for discussion prior to voting on the Consent Calendar.

14.1. Approval of Minutes of Meetings

- 14.1.1. 05/28/2026 Special Meeting
- 14.1.2. 05/28/2026 Regular Meeting

14.2. Financial Reports

- 14.2.1. Financial Report – May 2026

14.3. Board Reports

- 14.3.1. Executive Board Report – June 2026

Discussion was held.

ACTION: Motion made by Director Chamblin to approve the Consent Agenda as presented with item, seconded by Director Wong.

AYES: Directors Brown, Chamblin, Darzynkiewicz, Wong, McGarry.

Abstention: None

NAYS: None

Absent: None

15. TIMED ITEMS FOR BOARD ACTION ♦

15.1. True North 2030 Measurement Strategy ♦

The Board of Directors will review and consider approval of a measurement strategy for the True North 2030 Strategic Plan.

The CEO introduced and presented the True North Measurement Strategy, with contributions and support from the Director of Business Intelligence, Chief of Clinical Operations, Chief Financial Officer, Chief Medical Officer, Chief Operating Officer, and Chief Strategy Officer.

Extensive discussion was held during the presentation.

Board members posed questions and offered comments. Public Comment was received.

ACTION: Motion made by Director Darzynkiewicz to approve the True North 2030 Measurement Strategy as presented with item, seconded by Director Wong.

AYES: Directors Brown, Chamblin, Darzynkiewicz, Wong, McGarry.

Abstention: None

NAYS: None

Absent: None

15.2. True North Governance Work Plan ♦

The Board of Directors will review and consider approval of the True North Governance Work Plan.

The Board Chair introduced the Governance Work Plan and reviewed the recommendation for approval from the Board Governance Committee.

The CSO further reviewed the recommendations to be advanced as part of the Governance Work Plan.

Mr. Larry Gage, Senior Director of Alston & Bird, presented the True North Governance Work Plan in detail.

The CSO announced that Sarah Jackson, Clerk of the Board, has been appointed as the Project Manager and Kelley Downs has been appointed as Change Manager to support this work.

Board members posed questions and offered comments.

ACTION: Motion made by Director Brown to approve the True North Governance Work Plan as presented with item, seconded by Director Chamblin.

AYES: Directors Brown, Chamblin, Darzynkiewicz, Wong, McGarry.

Abstention: None

NAYS: None

Absent: None

15.3. FY 2027 President & Chief Executive Officer Incentive Compensation ♦

The Board of Directors will review and consider approval of Fiscal Year 2027 President & CEO Incentive Compensation.

Director Wong reported that Executive Compensation Committee met on Monday, 06/22/26, with the Executive Compensation Specialist, John Ohrnberger of Alvarez & Marsal, Tax. The Committee agreed with the Specialist's revised recommended a revised framework and percentages for the CEO Incentive Compensation. After plan is triggered, percentages were: 30% Financial, 25% Quality, 45 % Key Strategic Objectives (15% Health Within Reach, 15% Community Guided, 15% Transformation).

Chair McGarry introduced John Ohrnberger, Senior Director Alvarez & Marsal, Tax and opened the item for Board discussion.

Director Darzynkiewicz proposed 30% Financial, 20% Quality, 50% Key Strategic Objectives (30% Health Within Reach, 10% Community Guided, 10% Transformation).

Board members each provided comments on the proposed percentages.

Discussion was held.

ACTION: Motion made by Director Wong to approve the revised framework recommended by the Executive Compensation Specialist for the President & Chief Executive Officer Incentive Compensation, with the FY 2027 percentages as follows: Plan Trigger 80% of budgeted net income, Performance Metrics and Weighting: 30% Financial: budgeted net income (threshold: 80%, target 100%, maximum 120%), 20% Quality, 50% Key Strategic Objectives (30% Health Within Reach, 10% Community Guided, 10% Transformation), seconded by Director Brown.

AYES: Directors Brown, Chamblin, Darzynkiewicz, Wong, McGarry.

Abstention: None

NAYS: None

Absent: None

16. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

None

17. BOARD COMMITTEE REPORTS

Chair McGarry reported on the Board Governance Committee.

Director Darzynkiewicz reported on the Board Community Engagement Committee.

Director Chamblin reported on the IVCH Foundation Board Meeting.

18. BOARD MEMBERS' REPORTS/CLOSING REMARKS

Chair McGarry provided closing comments.

19. CLOSED SESSION CONTINUED

20. OPEN SESSION

21. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

22. ADJOURN

Meeting Adjourned at: 8:30 p.m.

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

Thursday, June 25, 2026 at 4:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

The Special Meeting was held concurrently with the Regular Meeting. Both were convened at 4:02 p.m.

1. CALL TO ORDER

Meeting was called to order at 4:02 p.m.

2. ROLL CALL

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

Board Member Absent: None

Staff in attendance: Anna Roth, President & CEO; Crystal Felix, Chief Financial Officer, Kim McCarl, Chief Strategy Officer; Louis Ward, Chief Operating Officer; Matt Mushet, In-House Counsel; Brian Evans, CMO; Dylan Crosby, Chief of Clinical Operations and Facilities; Forhad Islam, Director of Business Intelligence; Sarah Jackson, Clerk of the Board;

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

None

4. INPUT AUDIENCE

Open Session recessed at 4:03 p.m.

5. CLOSED SESSION

5.1. Conference with Real Property Negotiator (Gov. Code § 54956.8) ♦

Property Parcel Number: 019-670-016

Agency Negotiator: Anna Roth

Negotiating Party: Hidden Lake Properties Inc.

Under Negotiation: Price & Terms of Payment

Discussion was held on a privileged item.

6. OPEN SESSION – CALL TO ORDER

Open Session reconvened at 6:06 p.m.

7. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

General Counsel reported out from Closed Session. Item 5.1, was reported out in conjunction with the Regular Meeting report of actions taken in closed session. Per General Counsel, there are no reportable actions for this item.

8. ADJOURN

Meeting Adjourned at: 6:08 p.m.



AGENDA ITEM COVER SHEET

MEETING DATE: July 23, 2026 – Regular Meeting of the Board of Directors	ITEM: 14.2 Financial Reports 14.2.1 Financial Report – Preliminary June 2026
DEPARTMENT: Finance	TYPE OF AGENDA ITEM: ☐ Action ☒ Consent ☐ Discussion
RESPONSIBLE PARTY: Crystal Felix, Chief Financial Officer	SUPPORTIVE DOCUMENT ATTACHED ☐ Agreement ☐ Presentation ☐ Resolution ☒ Other
BUDGET: ALLOCATED IN THE BUDGET ☐ Yes ☐ No ☒ N/A IS A BUDGET TRANSFER REQUIRED ☐ Yes ☐ No ☒ N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED ☐ Yes ☐ No ☒ N/A
BACKGROUND: Within the Bylaws of the Board of Directors of Tahoe Forest Hospital District, the Board has financial responsibilities outlined in Article II, Section 2, Item E. Item E.4 states, "Receives and reviews periodic financial reports. Considers comments and recommendations of its Finance Committee and management staff." Consent Agenda Item 14.2.1 Financial Report – Preliminary June 2026 is being provided to the Board of Directors to assist them in fulfilling their financial responsibilities.	
SUMMARY/OBJECTIVES: To provide the Board information about the District's monthly financial status in a meaningful format to assist them in fulfilling their financial responsibilities as Board members.	
SUGGESTED DISCUSSION POINTS: Opportunity to pull the Financial Report – Preliminary June 2026 from Consent agenda to allow further discussion, clarification, or commentary under Board Agenda Item 17 Discussion of Consent Calendar Items Pulled, If Necessary.	
SUGGESTED MOTION/ALTERNATIVES: Motion to accept the Financial Report – Preliminary June 2026 as part of the Consent agenda. Alternative: If pulled from Consent agenda, provide discussion under Item 17 on the Board agenda. After discussion, request a motion to approve the Financial Report – Preliminary June 2026 as presented.	
LIST OF ATTACHMENTS: Financial Report – Preliminary June 2026	

**TAHOE FOREST HOSPITAL DISTRICT
JUNE 2026 FINANCIAL REPORT - PRELIMINARY
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Board of Directors
Of Tahoe Forest Hospital District
JUNE 2026 FINANCIAL NARRATIVE - PRELIMINARY

The following is the financial narrative analyzing financial and statistical trends for the twelve months ended June 30, 2026.

Activity Statistics

- ❑ TFH acute patient days were 378 for the current month compared to budget of 457. This equates to an average daily census of 12.6 compared to budget of 15.2.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Home Health visits, Laboratory tests, Lab Send Out tests, Oncology Lab, EKGs, Diagnostic Imaging, Mammography, Medical Oncology procedures, MRI, Ultrasounds, Briner Ultrasounds, CAT Scans, Drugs Sold to Patients, Tahoe City Physical Therapy, and Tahoe City Occupational Therapy.
- ❑ TFH Outpatient volumes were below budget in the following departments by at least 5%: Hospice visits, Surgery cases, Blood units, Radiation Oncology procedures, Nuclear Medicine, PET CT, Respiratory Therapy, Gastroenterology cases, Outpatient Physical Therapy and Physical Therapy Aquatic.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 43.1% in the current month compared to budget of 45.7% and to last month's 47.9%. Year-to-Date Net Patient Revenue as a percentage of Gross Patient Revenue was 46.0% compared to budget of 45.7% and prior year's 48.4%.
- ❑ EBIDA was \$2,953,134 (4.2%) for the current month compared to budget of \$(443,921) (-0.7%), or \$3,397,055 (4.9%) above budget. Year-to-date EBIDA was \$39,440,524 (5.0%) compared to budget of \$27,556,243 (3.6%), or \$11,884,280 (1.4%) above budget.
- ❑ Net Income was \$3,039,240 for the current month compared to budget of \$2,448,081 or \$591,158 above budget. Year-to-date Net Income was \$34,934,017 compared to budget of \$23,958,434 or \$10,975,583 above budget.
- ❑ Cash Collections for the current month were \$30,054,276 which is 97% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$116,795,431 at the end of June compared to \$126,501,593 at the end of May.

Balance Sheet

- ❑ Working Capital is at 40.1 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 215.8 days. Working Capital cash increased a net \$5,254,000. Increase in Cash is related to: Accounts Payable increased \$1,244,000, Accrued Payroll & Related Costs increased \$1,534,000, and Capital Project and Equipment expenditures totaled \$4,077,000. Cash Collections were below target by 3%, the District received \$1,198,000 in reimbursement from the Banc of America Municipal Lease, \$2,300,000 from the Medicare program for underpayment on FY26 Outpatient claims, \$685,000 from the IVCH Foundation in support of the Surgery Improvement project, and \$272,000 from Partnership Health for participation in the QIP program.
- ❑ Net Patient Accounts Receivable decreased a net \$2,880,000. Cash collections were 97% of target. EPIC Days in A/R were 53.4 compared to 57.3 at the close of May.
- ❑ Estimated Settlements, Medi-Cal & Medicare decreased a net \$584,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal QIP programs, and received \$2,300,000 from the Medicare program for underpayment on FY26 Outpatient claims.
- ❑ Unrealized Gain/(Loss) Cash Investment Fund decreased \$114,000 after recording the unrealized losses in its funds held with Chandler Investments for the month of June.
- ❑ Municipal Lease 2025 decreased \$1,198,000 after recording reimbursement from our Draw Request #3.
- ❑ Investment in TSC, LLC increased \$164,000 after recording the estimated loss for June and trueing up the losses for May.
- ❑ To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Morgan Stanley swap transaction at the close of June.
- ❑ To comply with GASB No. 96, the District recorded Amortization Expense for June, decreasing its Right-To-Use Subscription asset \$364,000.
- ❑ Accounts Payable increased \$1,244,000 due to the timing of the final check run in June.
- ❑ Accrued Payroll & Related Costs increased a net \$1,534,000 due to additional accrued payroll days in June.
- ❑ To comply with GASB No. 96, the District recorded a decrease in its Right-To-Use Subscription Liability for May, decreasing the liability by \$351,000.

Operating Revenue

- ❑ Current month's Total Gross Revenue was \$69,529,981 compared to budget of \$63,572,640 or \$5,957,341 above budget.
- ❑ Current month's Gross Inpatient Revenue was \$8,111,064 compared to budget of \$9,294,387 or \$1,183,323 below budget.
- ❑ Current month's Gross Outpatient Revenue was \$61,418,918 compared to budget of \$54,278,253 or \$7,140,665 above budget.
- ❑ Current month's Gross Revenue Mix was 43.48% Medicare, 16.19% Medi-Cal, 2.55% Other, and 37.78% Commercial Insurance compared to budget of 39.07% Medicare, 16.78% Medi-Cal, 1.18% Other, and 42.97% Commercial Insurance. Last month's mix was 41.67% Medicare, 17.82% Medi-Cal, 2.11% Other, and 38.40% Commercial Insurance. Year-to-Date Gross Revenue Mix was 42.74% Medicare, 16.90% Medi-Cal, 1.45% Other, and 38.91% Commercial Insurance compared to budget of 39.10% Medicare, 16.58% Medi-Cal, 1.19% Other, and 43.13% Commercial.
- ❑ Current month's Deductions from Revenue were \$39,594,154 compared to budget of \$34,515,081 or \$5,079,073 above budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with 4.42% increase in Medicare, a .59% decrease to Medi-Cal, a 1.36% increase in Other, and Commercial Insurance was below budget 5.19%, and 2) Revenues were above budget 9.4%.

DESCRIPTION	June 2026 Actual	June 2026 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	12,559,347	14,534,622	1,975,275	We saw positive variances in Technical, RN, Clerical, Physicians, PA/FNP, and Management salaries.
Employee Benefits	3,439,181	4,097,178	657,997	Decreased use of Paid Leave, Employer Payroll taxes and Accrued Physician Productivity Bonuses created a positive variance in Employee Benefits.
Benefits – Workers Compensation	89,951	390,315	300,364	Positive variance is related to a budget placeholder for potential movement in our WorkComp IBNR liability. This variance is subject to change based on the actuarial study we will receive from our third-party vendor.
Benefits – Medical Insurance	3,444,379	3,461,858	17,479	The District has a self-insured plan and expense is based on actual claims paid. We are also awaiting our year-end IBNR report from EPIC Brokers and expect the budgeted variance to change after the year-end true-up.
Medical Professional Fees	754,560	638,152	(116,408)	Locums coverage for Urology, Pediatrics, and Family Medicine and Hospitalist and Emergency Department Physician fees were above budget, creating a negative variance in Medical Professional Fees.
Other Professional Fees	547,511	320,903	(226,608)	Human Resource Advisory consulting, professional services provided by Mercy Health for EPIC module implementations, and consulting services provided to MSC Administration for work on the Physician Compensation Plan and Medical Director review created a negative variance in Other Professional Fees.
Supplies	5,002,001	4,996,828	(5,174)	Departmental IT Transfers created a negative variance in Supplies.
Purchased Services	2,492,957	2,215,354	(277,604)	Outsourced billing and collection services for the Business Office, Lab and Genetic testing, managed services agreement for the new phone system, and a one-time grant to Sierra Community House in support of their Food Insecurity program created a negative variance in Purchased Services.
Other Expenses	997,153	924,832	(72,321)	Dues and Subscriptions, oxygen tank rentals, specialized surgical equipment rentals, Rental rate increases, Physician CME expenses, and Tuition reimbursement created a negative variance in Other Expenses.
Total Expenses	29,327,041	31,580,041	2,253,000	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
JUNE 2026 PRELIMINARY

	Jun-26	May-26	Jun-25	
ASSETS				
CURRENT ASSETS				
* CASH	\$ 38,424,435	\$ 33,170,529	\$ 45,716,077	1
PATIENT ACCOUNTS RECEIVABLE - NET	53,775,264	56,654,790	60,522,332	2
OTHER RECEIVABLES	10,904,367	8,830,527	8,643,730	
GO BOND RECEIVABLES	17,132	(447,248)	300,010	
ASSETS LIMITED OR RESTRICTED	15,524,550	14,730,931	13,445,627	
INVENTORIES	7,427,519	7,285,199	7,423,293	
PREPAID EXPENSES & DEPOSITS	3,504,273	3,753,550	3,266,491	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	33,832,483	34,416,943	27,498,143	3
TOTAL CURRENT ASSETS	163,410,024	158,395,221	166,815,704	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	74,318,485	74,318,485	74,318,166	1
* CASH INVESTMENT FUND	94,130,528	93,928,339	94,020,404	1
UNREALIZED GAIN/(LOSS) CASH INVESTMENT FUND	9,243,927	9,358,150	6,431,592	4
MUNICIPAL LEASE 2025	2,219,851	3,418,185	4,593,879	5
TOTAL BOND TRUSTEE 2017	24,050	23,919	23,209	
TOTAL BOND TRUSTEE 2015	1,073,170	984,127	1,560,722	
GO BOND TAX REVENUE FUND	5,441,564	5,437,418	5,215,562	
GATEWAY WEST ESCROW ACCOUNT	883,639	883,639	-	
DIAGNOSTIC IMAGING FUND	3,700	3,700	3,700	
DONOR RESTRICTED FUND	1,202,656	1,202,655	1,202,648	
WORKERS COMPENSATION FUND	44,743	6,596	23,026	
TOTAL	188,586,312	189,565,213	187,392,909	
LESS CURRENT PORTION	(15,524,550)	(14,730,931)	(13,445,627)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	173,061,762	174,834,282	173,947,281	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	(6,013,069)	(6,176,729)	(5,410,315)	6
PROPERTY HELD FOR FUTURE EXPANSION	1,716,972	1,716,972	1,716,972	
PROPERTY & EQUIPMENT NET	223,452,110	220,806,421	198,251,166	
GO BOND CIP, PROPERTY & EQUIPMENT NET	1,963,477	1,955,254	1,859,618	
TOTAL ASSETS	557,591,276	551,531,420	537,180,427	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	155,155	158,387	193,943	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	123,994	178,888	200,168	7
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	3,707,436	3,731,141	3,991,892	
GO BOND DEFERRED FINANCING COSTS	361,177	363,498	389,028	
DEFERRED FINANCING COSTS	87,383	88,423	99,866	
INTANGIBLE LEASE ASSET NET OF ACCUM AMORTIZATION	13,055,984	13,251,585	14,658,415	
RIGHT-TO-USE SUBSCRIPTION ASSET NET OF ACCUM AMORTIZATION	21,045,003	21,408,955	23,641,774	8
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 38,536,132	\$ 39,180,877	\$ 43,175,086	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	14,093,132	12,849,482	\$ 12,160,018	9
ACCRUED PAYROLL & RELATED COSTS	29,710,911	28,176,553	41,533,410	10
INTEREST PAYABLE	345,397	313,723	356,768	
INTEREST PAYABLE GO BOND	1,200,388	960,310	1,257,263	
SUBSCRIPTION LIABILITY	23,076,456	23,428,813	25,520,668	11
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	3,316,211	3,316,211	3,562,687	
HEALTH INSURANCE PLAN	5,128,800	5,128,800	4,128,800	
WORKERS COMPENSATION PLAN	2,315,069	2,315,069	2,315,069	
COMPREHENSIVE LIABILITY INSURANCE PLAN	2,876,447	2,876,447	2,876,447	
CURRENT MATURITIES OF GO BOND DEBT	2,730,000	2,730,000	2,730,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	4,606,719	4,606,719	5,139,974	
TOTAL CURRENT LIABILITIES	89,399,531	86,702,127	101,581,104	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	30,162,171	30,410,854	34,121,079	
GO BOND DEBT NET OF CURRENT MATURITIES	84,407,875	84,425,830	87,353,342	
DERIVATIVE INSTRUMENT LIABILITY	123,994	178,888	200,168	7
TOTAL LIABILITIES	204,093,571	201,717,699	223,255,692	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS	390,831,182	387,791,943	355,897,172	
RESTRICTED	1,202,656	1,202,655	1,202,648	
TOTAL NET POSITION	\$ 392,033,838	\$ 388,994,598	\$ 357,099,821	

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
JUNE 2026 PRELIMINARY

1. Working Capital is at 40.1 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 215.8 days. Working Capital cash increased a net \$5,254,000. Net increase in Cash is related to: Accounts Payable increased \$1,244,000 (See Note 9), Accrued Payroll & Related Costs increased \$1,534,000 (See Note 10), and Capital Project and Equipment expenditures totaled \$4,077,000. Cash Collections were below target by 3% (See Note 2), the District received \$1,198,000 in reimbursement from the Banc of America Municipal Lease (See Note 5), \$2,300,000 from the Medicare program for underpayment on FY26 Outpatient claims (See Note 3), \$685,000 from the IVCH Foundation in support of the Surgery Improvement project, and \$272,000 from Partnership Health for participation in the QIP program.
2. Net Patient Accounts Receivable decreased a net \$2,880,000. Cash collections were 97% of target. EPIC Days in A/R were 53.4 compared to 57.3 at the close of May.
3. Estimated Settlements, Medi-Cal & Medicare decreased a net \$584,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal QIP programs, and received \$2,300,000 from the Medicare program for underpayment on FY26 Outpatient claims.
4. Unrealized Gain/(Loss) Cash Investment Fund decreased \$114,000 after recording the unrealized losses in its funds held with Chandler Investments for the month of June.
5. Municipal Lease 2025 decreased \$1,198,000 after recording reimbursement from our Draw Request #3.
6. Investment in TSC, LLC increased \$164,000 after recording the estimated loss for June and trueing up the losses for May.
7. To comply with GASB No. 63, the District has booked an adjustment to the asset and offsetting liability to reflect the fair value of the Morgan Stanley swap transaction at the close of June.
8. To comply with GASB No. 96, the District recorded Amortization Expense for June, decreasing its Right-To-Use Subscription asset \$364,000.
9. Accounts Payable increased \$1,244,000 due to the timing of the final check run in June.
10. Accrued Payroll & Related Costs increased a net \$1,534,000 due to additional accrued payroll days in June.
11. To comply with GASB No. 96, the District recorded a decrease in its Right-To-Use Subscription Liability for June, decreasing the liability by \$352,000.

**Tahoe Forest Hospital District
Cash Investment
June 30, 2026 Preliminary**

WORKING CAPITAL

US Bank	\$ 31,174,597	3.26%	
US Bank/Incline Village Thrift Store	28,930		
US Bank/Truckee Thrift Store	148,986		
US Bank/Payroll Clearing	-		
Umpqua Bank	<u>1,061,246</u>	1.61%	
Total			\$ 32,413,759

BOARD DESIGNATED FUNDS

US Bank Savings	\$ 883,639		
Chandler Cash Portfolio Fund	271	0.00%	
Chandler Investment Fund	<u>94,130,257</u>	VAR	
Total			\$ 95,014,167

Building Fund	\$ -		
Cash Reserve Fund	<u>74,318,485</u>	3.83%	
Local Agency Investment Fund			\$ 74,318,485

Municipal Lease 2018			\$ 2,219,851
Bonds Cash 2017			\$ 24,050
Bonds Cash 2015			\$ 1,073,170
GO Bonds Cash 2008			\$ 5,441,564

DX Imaging Education	\$ 3,700		
Workers Comp Fund - B of A	44,743		

Insurance			
Health Insurance LAIF	-		
Comprehensive Liability Insurance LAIF	<u>-</u>		
Total			<u>\$ 48,443</u>

TOTAL FUNDS			\$ 210,553,489
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RESTRICTED FUNDS

Gift Fund			
US Bank Money Market	\$ 8,392	0.09%	
Foundation Restricted Donations	27,309		
Local Agency Investment Fund	<u>1,166,955</u>	3.83%	
TOTAL RESTRICTED FUNDS			<u>\$ 1,202,656</u>

TOTAL ALL FUNDS			<u><u>\$ 211,756,144</u></u>
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**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
KEY FINANCIAL INDICATORS
JUNE 2026 PRELIMINARY**

	Current Status	Desired Position	Target	<u>Bond Covenants</u>	<u>FY 2026</u> Jul 25 to June 26	<u>FY 2025</u> Jul 24 to June 25	<u>FY 2024</u> Jul 23 to June 24	<u>FY 2023</u> Jul 22 to June 23	<u>FY 2022</u> Jul 21 to June 22	<u>FY 2021</u> Jul 20 to June 21	<u>FY 2020</u> Jul 19 to June 20
Return On Equity: <u>Increase (Decrease) in Net Position</u> Net Position	 	↑	FYE 7.0% Budget 4th Qtr 6.1%		8.9%	14.2%	12.4%	11.2%	13.0%	12.3%	17.1%
EPIC Days in Accounts Receivable (excludes SNF) <u>Gross Accounts Receivable</u> 90 Days		↓	FYE 60 Days		53	59	69	59	63	65	89
<u>Gross Accounts Receivable</u> 365 Days					55	64	71	62	67	67	73
Days Cash on Hand Excludes Restricted: <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365	 	↑	Budget FYE 189 Days Budget 4th Qtr 189 Days Projected 4th Qtr 201 Days	Bond Covenant 60 Days A- 243 Days BBB- 112 Days	216	233	229	197	234	272	246
EPIC Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances)		↓	22%		29%	31%	31%	24%	27%	26%	31%
EPIC Accounts Receivable over 120 days (includes payment plan, legal and charitable balances)		↓	27%		32%	34%	35%	33%	36%	32%	40%
Cash Receipts Per Day (based on 60 day lag on Patient Net Revenue)	 	↑	FYE Budget \$944,810 End 4th Qtr Based on Budgeted Net Revenue \$944,810 End 4th Qtr Based on Actual Net Revenue \$990,536		\$962,809	\$913,700	\$804,216	\$713,016	\$634,266	\$603,184	\$523,994
Debt Service Coverage: Excess Revenue over Exp + <u>Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense		↑	Without GO Bond 12.67 With GO Bond 5.43	1.95	15.54 6.54	23.91 8.39	15.47 6.88	9.74 5.25	9.72 5.22	8.33 4.49	9.50 5.06

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
JUNE 2026 PRELIMINARY

CURRENT MONTH				YEAR TO DATE				PRIOR YTD JUNE 2025	
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%	
				OPERATING REVENUE					
\$ 69,529,981	\$ 63,572,640	\$ 5,957,341	9.4%	Total Gross Revenue	\$ 789,388,977	\$ 765,397,023	\$ 23,991,954	3.1%	1
\$ 3,798,796	\$ 4,072,756	\$ (273,960)	-6.7%	Gross Revenues - Inpatient	\$ 44,584,094	\$ 42,561,048	\$ 2,023,046	4.8%	
4,312,268	5,221,631	(909,363)	-17.4%	Daily Hospital Service	50,227,419	54,851,867	(4,624,448)	-8.4%	
8,111,064	9,294,387	(1,183,323)	-12.7%	Ancillary Service - Inpatient	94,811,513	97,412,915	(2,601,402)	-2.7%	1
61,418,918	54,278,253	7,140,665	13.2%	Total Gross Revenue - Inpatient	694,577,464	667,984,108	26,593,356	4.0%	
61,418,918	54,278,253	7,140,665	13.2%	Gross Revenue - Outpatient	694,577,464	667,984,108	26,593,356	4.0%	1
				Total Gross Revenue - Outpatient					
				Deductions from Revenue:					
39,099,471	32,268,065	(6,831,406)	-21.2%	Contractual Allowances	415,881,437	388,450,175	(27,431,262)	-7.1%	2
465,312	1,271,453	806,141	63.4%	Charity Care	3,326,981	15,307,941	11,980,960	78.3%	2
853,449	975,563	122,114	12.5%	Bad Debt	8,528,113	11,734,652	3,206,539	27.3%	2
(824,078)	-	824,078	0.0%	Prior Period Settlements	(1,299,519)	-	1,299,519	0.0%	2
39,594,154	34,515,081	(5,079,073)	-14.7%	Total Deductions from Revenue	426,437,012	415,492,768	(10,944,244)	-2.6%	
279,858	118,644	(161,214)	-135.9%	Property Tax Revenue- Wellness Neighborhood	1,198,708	1,447,425	248,718	17.2%	
2,064,490	1,959,917	104,573	5.3%	Other Operating Revenue	22,592,264	22,942,810	(350,546)	-1.5%	3
32,280,175	31,136,120	1,144,055	3.7%	TOTAL OPERATING REVENUE	386,742,937	374,294,490	12,448,447	3.3%	
				OPERATING EXPENSES					
12,559,347	14,534,622	1,975,275	13.6%	Salaries and Wages	150,393,571	148,584,472	(1,809,099)	-1.2%	4
3,439,181	4,097,178	657,997	16.1%	Benefits	47,270,198	45,139,860	(2,130,338)	-4.7%	4
89,951	390,315	300,364	77.0%	Benefits Workers Compensation	1,456,819	1,383,780	(73,039)	-5.3%	4
3,444,379	3,461,858	17,479	0.5%	Benefits Medical Insurance	34,693,526	36,592,296	1,898,770	5.2%	4
754,560	638,152	(116,408)	-18.2%	Medical Professional Fees	7,629,058	7,658,801	29,743	0.4%	5
547,511	320,903	(226,608)	-70.6%	Other Professional Fees	4,877,934	4,662,258	(215,676)	-4.6%	5
5,002,001	4,996,828	(5,174)	-0.1%	Supplies	59,794,014	62,210,894	2,416,880	3.9%	6
2,492,957	2,215,354	(277,604)	-12.5%	Purchased Services	27,565,367	27,084,718	(480,649)	-1.8%	7
997,153	924,832	(72,321)	-7.8%	Other	13,621,926	13,421,168	(200,759)	-1.5%	8
29,327,041	31,580,041	2,253,000	7.1%	TOTAL OPERATING EXPENSE	347,302,413	346,738,247	(564,166)	-0.2%	
2,953,134	(443,921)	3,397,055	-765.2%	NET OPERATING REVENUE (EXPENSE) EBIDA	39,440,524	27,556,243	11,884,280	43.1%	
				NON-OPERATING REVENUE/(EXPENSE)					
732,509	813,894	(81,385)	-10.0%	District and County Taxes	10,170,781	9,743,030	427,751	4.4%	9
468,526	468,526	-	0.0%	District and County Taxes - GO Bond	5,622,306	5,622,306	-	0.0%	
322,861	223,928	98,933	44.2%	Interest Income	4,681,872	3,622,273	1,059,599	29.3%	10
746,823	3,719,538	(2,972,715)	-79.9%	Donations	1,924,746	5,037,312	(3,112,566)	-61.8%	11
163,661	(151,882)	315,543	207.8%	Gain/(Loss) on Joint Investment	(602,754)	(1,822,588)	1,219,834	66.9%	12
125,443	300,000	(174,557)	-58.2%	Gain/(Loss) on Market Investments	2,912,342	3,600,000	(687,658)	-19.1%	13
-	-	-	0.0%	Gain/(Loss) on Investments - TIRHR	-	-	-	0.0%	14
-	-	-	0.0%	Gain/(Loss) on Disposal of Assets	(8,640)	-	(8,640)	0.0%	14
-	-	-	0.0%	Gain/(Loss) on Sale of Equipment	925	-	925	0.0%	15
-	(48,000)	48,000	100.0%	Gain/(Loss) on Split Dollar Cash Accumulation Values	-	(48,000)	48,000	100.0%	15
(1,983,226)	(1,995,743)	12,517	0.6%	Depreciation	(23,645,016)	(23,948,916)	303,900	1.3%	16
(242,343)	(190,110)	(52,233)	-27.5%	Interest Expense	(2,573,924)	(2,414,076)	(159,848)	-6.6%	17
(248,148)	(248,148)	0	0.0%	Interest Expense-GO Bond	(2,989,146)	(2,989,151)	5	0.0%	
86,106	2,892,003	(2,805,897)	-97.0%	TOTAL NON-OPERATING REVENUE/(EXPENSE)	(4,506,507)	(3,597,809)	(908,697)	-25.3%	
\$ 3,039,240	\$ 2,448,081	\$ 591,158	24.1%	INCREASE (DECREASE) IN NET POSITION	\$ 34,934,017	\$ 23,958,434	\$ 10,975,583	45.8%	
				NET POSITION - BEGINNING OF YEAR	357,099,821				
				NET POSITION - AS OF JUNE 30, 2026	\$ 392,033,838				
4.2%	-0.7%	4.9%		RETURN ON GROSS REVENUE EBIDA	5.0%	3.6%	1.4%		7.0%

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
JUNE 2026 PRELIMINARY

		Variance from Budget	
		Fav / <Unfav>	
		<u>JUNE 2026</u>	<u>YTD 2026</u>
1) Gross Revenues			
Acute Patient Days were below budget 17.29% or 79 days. Swing Bed days were below budget 46.16% or 6 days.	Gross Revenue -- Inpatient	\$ (1,183,324)	\$ (2,601,402)
	Gross Revenue -- Outpatient	7,140,665	26,593,356
	Gross Revenue -- Total	<u>\$ 5,957,341</u>	<u>\$ 23,991,954</u>
Outpatient volumes were 5% or more above in the following departments: Home Health visits, Laboratory tests, Lab Send Out tests, Oncology Lab, EKGs, Diagnostic Imaging, Mammography, Medical Oncology procedures, MRI, Ultrasounds, Briner Ultrasounds, CAT Scans, Drugs Sold to Patients, Tahoe City Physical Therapy, and Tahoe City Occupational Therapy.			
Outpatient volumes were below budget 5% or more in the following departments: Hospice visits, Surgery cases, Blood units, Radiation Oncology procedures, Nuclear Medicine, PET CT, Respiratory Therapy, Gastroenterology cases, Outpatient Physical Therapy and Physical Therapy Aquatic.			
2) Total Deductions from Revenue			
The payor mix for June shows a 4.42% increase to Medicare, a .59% decrease to Medi-Cal, 1.36% increase to Other, and a 5.19% decrease to Commercial when compared to budget. Revenue were above budget 9.4% and we saw a shift from Commercial into Medicare and Other.	Contractual Allowances	\$ (6,831,406)	\$ (27,431,262)
	Charity Care	806,141	11,980,960
	Bad Debt	122,114	3,206,539
	Prior Period Settlements	824,078	1,299,519
	Total	<u>\$ (5,079,073)</u>	<u>\$ (10,944,244)</u>
The District arrived at a settlement with Partnership Health Plan on claims submitted for the FY24 and FY25 years, creating a positive variance in Prior Period Settlements.			
3) Other Operating Revenue			
Community Pharmacy revenues were below budget 1.01%.	Community Pharmacy	\$ (8,996)	\$ 427,244
	Miscellaneous	66,456	(1,021,471)
The District received funds from the QIP program, creating a positive variance in Miscellaneous.	Oncology Drug Replacement	-	-
	Hospice Thrift Stores	13,448	29,492
	Grants	-	82,082
Hospice Thrift Store revenues were above budget 13.01%.	The Center (non-therapy)	974	65,268
	IVCH ER Physician Guarantee	23,043	253,128
IVCH ER Physician Guarantee is tied to collections, coming in above budget in June.	Children's Center	9,648	(186,290)
	Total	<u>\$ 104,573</u>	<u>\$ (350,546)</u>
Child Care revenues were above budget 4.63%.			
4) Salaries and Wages	Total	<u>\$ 1,975,275</u>	<u>\$ (1,809,099)</u>
We saw positive variance in Technical, RN, Clerical, Physicians, PA/FNP, and Management.			
Employee Benefits			
We saw decreased use of Paid Leave, creating a positive variance in PL/SL	PL/SL	\$ 183,396	\$ (1,637,282)
	Other	241,145	(152,850)
Positive variance in Other related to Employer Payroll Taxes.	Pension/Deferred Comp	0	6
	Standby	462	568
Accrued Physician Productivity Bonuses using the new model created a positive variance in Nonproductive.	Nonproductive	232,994	(340,780)
	Total	<u>\$ 657,997</u>	<u>\$ (2,130,338)</u>
Employee Benefits - Workers Compensation	Total	<u>\$ 300,364</u>	<u>\$ (73,039)</u>
Positive variance is related to an amount budgeted in June for potential movement in our Work Comp IBNR Liability. We are awaiting the actuarial study from our third party vendor and expect the budgeted variance to move with the year-end true-up.			
Employee Benefits - Medical Insurance	Total	<u>\$ 17,479</u>	<u>\$ 1,898,770</u>
The District has a self-insured plan and expense is based on actual claims paid. We are also waiting on the year-end IBNR report from EPIC Brokers and expect the budgeted variance to change after the year-end true-up.			
5) Professional Fees			
Locums coverage in Urology, Pediatrics, and Family Medicine is creating a negative variance in Multi-Specialty Clinics.	Multi-Specialty Clinics	\$ (96,661)	\$ (609,952)
	TFH Locums	(61,849)	(494,692)
	Human Resources	(187,254)	(457,206)
Hospitalist and Emergency Department Physician fees created a negative variance in TFH Locums.	Multi-Specialty Clinics Administration	(94,981)	(269,420)
	Information Technology	(21,667)	(260,200)
	Financial Administration	7,167	(123,658)
Human Resources Advisory consulting work created a negative variance in this category.	Oncology	(11,310)	(23,052)
	Corporate Compliance	-	-
Negative variance in Multi-Specialty Administration related to continued work on the Physician Compensation Administration team, Medical Director review, and Compensation Plan.	Patient Accounting/Admitting	2,000	24,000
	Managed Care	(2,896)	27,755
	Medical Staff Services	386	29,147
Professional services provided by Mercy Health for implementation of new modules within EPIC were above budget, creating a negative variance in Information Technology.	IVCH ER Physicians	7,050	52,271
	Marketing	13,634	246,546
	Administration	47,680	406,710
Radiation Therapist coverage created a negative variance in Oncology.	Miscellaneous	55,685	1,265,819
	Total	<u>\$ (343,017)</u>	<u>\$ (185,933)</u>
Graphic Design consulting services were below budget, creating a positive variance in Marketing.			
Strategic Planning consulting was below budget, creating a positive variance in Administration.			
Anesthesia Physician Fees were below budget, creating a positive variance in Miscellaneous.			

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
JUNE 2026 PRELIMINARY

		Variance from Budget	
		Fav / <Unfav>	
		JUNE 2026	YTD 2026
6) <u>Supplies</u>	Patient & Other Medical Supplies	\$ 4,310	\$ (2,110,426)
We saw an increase in Cafeteria sales for June, creating a negative variance in Food.	Office Supplies	(998)	(13,363)
	Food	(9,778)	(1,366)
IT transfers across multiple departments in the District created a negative variance in Minor Equipment.	Other Non-Medical Supplies	6,459	129,739
	Minor Equipment	(24,469)	245,220
Oncology Drugs Sold to Patients revenues were below budget 8.54%, creating a positive variance in Pharmacy Supplies. We also received several 340b rebates, lending to the positive variance.	Pharmacy Supplies	19,301	4,167,077
	Total	\$ (5,174)	\$ 2,416,880
7) <u>Purchased Services</u>	Patient Accounting	\$ (138,237)	\$ (1,108,225)
Outsourced billing and collection services for the Business Office created a negative variance in Patient Accounting.	Medical Records	(606)	(194,357)
	Laboratory	(13,515)	(143,667)
Outsourced Lab and Genetic testing created a negative variance in Laboratory.	Department Repairs	15,170	(111,009)
	Pharmacy IP	5,950	(87,267)
Minor facility projects were below budget, creating a positive variance in Department Repairs.	The Center	3,749	(71,651)
	Home Health/Hospice	(1,763)	(33,463)
CAM true-up costs for the first half of calendar year 2026 created a negative variance in Multi-Specialty Clinics.	Diagnostic Imaging Services - All	(2,175)	(7,586)
	Multi-Specialty Clinics	(12,535)	40,367
	Human Resources	38,220	51,352
Wellness Bank usage and Employee Health screenings were below budget, creating a positive variance in Human Resources.	Information Technology	(10,283)	93,718
	Miscellaneous	(161,578)	1,091,141
	Community Development	-	-
	Total	\$ (277,604)	\$ (480,649)
Managed services for the new phone system created a negative variance in Information Technology.			
A one time grant to Sierra Community House to support their Food Insecurity Program created a negative variance in Miscellaneous.			
8) <u>Other Expenses</u>	Dues and Subscriptions	\$ (72,862)	\$ (313,311)
Dues related for our participation in the UC Davis Cancer Care Network and the first and second quarter dues for the Sierra Health Collaborative created a negative variance in Dues and Subscriptions.	Equipment Rent	(37,934)	(225,017)
	Marketing	(4,943)	(201,250)
Oxygen tank rentals and specialized surgical equipment rentals created a negative variance in Equipment Rent.	Human Resources Recruitment	(714)	(187,947)
	Other Building Rent	(13,493)	(180,508)
Rental rate increases for the District's employee housing units and common area maintenance services created a negative variance in Other Building Rent.	Insurance	(8,428)	(52,859)
	Multi-Specialty Clinics Bldg. Rent	(4,774)	(49,818)
Physician Recruitment expenses, Truckee Surgery expense advances, and a reclassification of Construction Labor costs to Construction in Progress projects created a positive variance in Miscellaneous.	Multi-Specialty Clinics Equip Rent	(407)	(3,106)
	Physician Services	151	5,542
	Utilities	(5,478)	73,602
Physician CME expenses and tuition reimbursement created a negative variance in Outside Training & Travel.	Miscellaneous	88,320	430,204
	Outside Training & Travel	(11,760)	503,709
	Total	\$ (72,321)	\$ (200,759)
9) <u>District and County Taxes</u>	Total	\$ (81,385)	\$ 427,751
10) <u>Interest Income</u>	Total	\$ 98,933	\$ 1,059,599
11) <u>Donations</u>	IVCH	\$ (2,938,808)	\$ (3,047,827)
Timing of the transfer of donations for the IVCH Surgery Improvement project created a negative variance in Donations. The transfer of funds has been budgeted in FY27.	Operational	(33,907)	(64,739)
	Total	\$ (2,972,715)	\$ (3,112,566)
12) <u>Gain/(Loss) on Joint Investment</u>	Total	\$ 315,543	\$ 1,219,834
The District trued up its losses in TSC, LLC for May, creating a positive variance in Gain/(Loss) on Joint Investment.			
13) <u>Gain/(Loss) on Market Investments</u>	Total	\$ (174,557)	\$ (687,658)
Gain on Market Investments was below budget, creating a negative variance in Gain/(Loss) on Market Investments.			
14) <u>Gain/(Loss) on Sale or Disposal of Assets</u>	Total	\$ -	\$ (8,640)
15) <u>Gain/(Loss) on Sale or Disposal of Equipment</u>	Total	\$ -	\$ 925
16) <u>Depreciation Expense</u>	Total	\$ 12,517	\$ 303,900
True-up of GASB 87 and GASB 96 schedules created a positive variance in Depreciation Expense.			
17) <u>Interest Expense</u>	Total	\$ (52,233)	\$ (159,848)
True-up of GASB 87 and GASB 96 schedules created a negative variance in Interest Expense.			

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
KEY FINANCIAL INDICATORS
JUNE 2026 PRELIMINARY

	Current Status	Desired Position	Target	<u>FY 2026</u> Jul 25 to June 26	<u>FY 2025</u> Jul 24 to June 25	<u>FY 2024</u> Jul 23 to June 24	<u>FY 2023</u> Jul 22 to June 23	<u>FY 2022</u> Jul 21 to June 22	<u>FY 2021</u> Jul 20 to June 21	<u>FY 2020</u> Jul 19 to June 20
Total Margin: <u>Increase (Decrease) In Net Position</u> Total Gross Revenue		↑	FYE 3.1% 4th Qtr 3.1%	4.4%	6.9%	5.9%	6.3%	6.2%	5.8%	8.5%
Charity Care: <u>Charity Care Expense</u> Gross Patient Revenue		↓	FYE 2.0% 4th Qtr 2.0%	.4%	.4%	.1%	.6%	2.6%	3.4%	4.0%
Bad Debt Expense: <u>Bad Debt Expense</u> Gross Patient Revenue		↓	FYE 1.5% 4th Qtr 1.5%	1.1%	.7%	1.2%	1.2%	-.01%	1.2%	1.4%
Incline Village Community Hospital: EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue	 	↑	FYE 11.7% 4th Qtr 11.7%	8.4%	14.2%	12.0%	12.2%	12.2%	13.7%	.1%
Operating Expense Variance to Budget (Under<Over>)		↑	-0-	\$(564,166)	\$(20,846,891)	\$380,780	\$(1,499,954)	\$(10,431,192)	\$(8,685,969)	\$(9,484,742)
EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 3.6% 4th Qtr 3.6%	5.0%	7.0%	6.1%	6.3%	7.9%	7.8%	6.2%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
JUNE 2026 PRELIMINARY

CURRENT MONTH				YEAR TO DATE					PRIOR YTD JUNE 2025
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%	
				OPERATING REVENUE					
\$ 5,455,549	\$ 4,594,369	\$ 861,180	18.7%	Total Gross Revenue	\$ 58,039,831	\$ 54,600,009	\$ 3,439,821	6.3%	1 \$ 52,432,029
				Gross Revenues - Inpatient					
\$ -	\$ -	\$ -	0.0%	Daily Hospital Service	\$ -	\$ -	\$ -	0.0%	\$ 6,906
-	-	-	0.0%	Ancillary Service - Inpatient	-	-	-	0.0%	2,585
-	-	-	0.0%	Total Gross Revenue - Inpatient	-	-	-	0.0%	1 9,491
5,455,549	4,594,369	861,180	18.7%	Gross Revenue - Outpatient	58,039,831	54,600,009	3,439,821	6.3%	52,422,538
5,455,549	4,594,369	861,180	18.7%	Total Gross Revenue - Outpatient	58,039,831	54,600,009	3,439,821	6.3%	1 52,422,538
				Deductions from Revenue:					
3,172,027	2,238,069	(933,958)	-41.7%	Contractual Allowances	29,428,311	26,551,634	(2,876,677)	-10.8%	2 24,885,988
2,343	91,887	89,545	97.5%	Charity Care	866,106	1,092,000	225,894	20.7%	2 679,354
29,209	68,916	39,707	57.6%	Bad Debt	1,392,579	819,000	(573,579)	-70.0%	2 1,256,732
-	-	-	0.0%	Prior Period Settlements	(53,794)	-	53,794	0.0%	2 (749,343)
3,203,579	2,398,872	(804,707)	-33.5%	Total Deductions from Revenue	31,633,203	28,462,635	(3,170,569)	-11.1%	2 26,072,731
(26,756)	53,499	(80,255)	-150.0%	Other Operating Revenue	634,363	443,872	190,491	42.9%	3 727,274
2,225,215	2,248,996	(23,781)	-1.1%	TOTAL OPERATING REVENUE	27,040,991	26,581,247	459,744	1.7%	27,086,572
				OPERATING EXPENSES					
934,931	683,837	(251,094)	-36.7%	Salaries and Wages	10,744,688	8,907,673	(1,837,015)	-20.6%	4 9,061,179
178,754	198,525	19,772	10.0%	Benefits	2,727,242	2,576,110	(151,132)	-5.9%	4 2,770,890
4,119	19,944	15,825	79.3%	Benefits Workers Compensation	80,086	41,471	(38,615)	-93.1%	4 19,202
204,641	205,680	1,039	0.5%	Benefits Medical Insurance	2,061,256	2,174,064	112,808	5.2%	4 1,923,163
171,497	178,640	7,143	4.0%	Medical Professional Fees	2,091,039	2,143,680	52,641	2.5%	5 2,097,082
5,056	6,140	1,084	17.7%	Other Professional Fees	64,298	73,680	9,383	12.7%	5 28,130
207,748	154,090	(53,657)	-34.8%	Supplies	1,847,902	1,659,982	(187,920)	-11.3%	6 1,362,803
75,111	83,756	8,644	10.3%	Purchased Services	1,105,530	1,242,179	136,649	11.0%	7 1,126,631
126,663	111,792	(14,871)	-13.3%	Other	1,451,215	1,364,080	(87,135)	-6.4%	8 1,254,233
1,908,520	1,642,405	(266,115)	-16.2%	TOTAL OPERATING EXPENSE	22,173,255	20,182,918	(1,990,337)	-9.9%	19,643,313
316,695	606,591	(289,896)	-47.8%	NET OPERATING REV(EXP) EBIDA	4,867,736	6,398,329	(1,530,592)	-23.9%	7,443,259
				NON-OPERATING REVENUE/(EXPENSE)					
684,735	3,623,543	(2,938,808)	-81.1%	Donations-IVCH	837,542	3,885,368	(3,047,827)	-78.4%	9 101,329
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10 -
(206,191)	(207,021)	830	0.4%	Depreciation	(2,474,299)	(2,484,258)	9,959	0.4%	11 (2,368,062)
(2,952)	(1,829)	(1,123)	-61.4%	Interest Expense	(36,999)	(23,638)	(13,361)	-56.5%	12 (18,794)
475,592	3,414,692	(2,939,101)	-86.1%	TOTAL NON-OPERATING REVENUE/(EXP)	(1,673,756)	1,377,473	(3,051,229)	-221.5%	(2,285,527)
\$ 792,287	\$ 4,021,283	\$ (3,228,997)	-80.3%	EXCESS REVENUE(EXPENSE)	\$ 3,193,981	\$ 7,775,801	\$ (4,581,821)	-58.9%	\$ 5,157,732
5.8%	13.2%	-7.4%		RETURN ON GROSS REVENUE EBIDA	8.4%	11.7%	-3.3%		14.2%

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
JUNE 2026 PRELIMINARY**

		Variance from Budget	
		Fav<Unfav>	
		JUNE 2026	YTD 2026
1) Gross Revenues			
Acute Patient Days were at budget at 0 days.	Gross Revenue -- Inpatient	\$ -	\$ -
Outpatient volumes were above budget in the following departments: Emergency Department visits, Laboratory tests, Lab Send Out tests, Ultrasounds, Drugs Sold to Patients, Oncology Drugs Sold to Patients, Gastroenterology cases, Physical Therapy, and Speech Therapy.	Gross Revenue -- Outpatient	861,180	3,439,821
Outpatient volumes were below budget in the following departments: Surgery cases, EKGs, Diagnostic Imaging, Mammography, and Occupational Therapy.	Total	<u>\$ 861,180</u>	<u>\$ 3,439,821</u>
2) Total Deductions from Revenue			
We saw a shift in our payor mix with a 7.65% increase in Medicare, a 2.34% decrease in Medicaid, a 5.82% decrease in Commercial insurance, and a .52% increase in Other. Revenues were above budget 18.7% and we saw a shift from Commercial and Medicaid to Medicare.	Contractual Allowances	\$ (933,958)	\$ (2,876,677)
	Charity Care	89,545	225,894
	Bad Debt	39,707	(573,579)
	Prior Period Settlement	-	53,794
	Total	<u>\$ (804,707)</u>	<u>\$ (3,170,569)</u>
3) Other Operating Revenue			
IVCH ER Physician Guarantee is tied to collections, coming in above budget in June.	IVCH ER Physician Guarantee	\$ 23,043	\$ 253,128
A true-up was made to the FY26 Nevada Private Hospital Provider Tax fee, creating a negative variance in Miscellaneous.	Miscellaneous	(103,298)	(62,637)
	Total	<u>\$ (80,255)</u>	<u>\$ 190,491</u>
4) Salaries and Wages			
We saw increases in Technical, RN, Physician and Management salaries, creating a negative variance in Salaries and Wages.	Total	<u>\$ (251,094)</u>	<u>\$ (1,837,015)</u>
Employee Benefits			
We saw an increase in Paid Leave use, creating a negative variance in PL/SL.	PL/SL	\$ (18,005)	\$ (88,017)
Physician Productivity bonuses were below budget, creating a positive variance in Nonproductive.	Other	(6,508)	(104,905)
	Standby	(824)	(16,195)
	Pension/Deferred Comp	0	0
	Nonproductive	45,109	57,985
	Total	<u>\$ 19,772</u>	<u>\$ (151,132)</u>
Employee Benefits - Workers Compensation	Total	<u>\$ 15,825</u>	<u>\$ (38,615)</u>
Employee Benefits - Medical Insurance	Total	<u>\$ 1,039</u>	<u>\$ 112,808</u>
5) Professional Fees			
We saw a decrease in extended patient care hours, creating a positive variance in IVCH ER Physicians.	Administration	\$ -	\$ -
	Multi-Specialty Clinics	-	-
	Miscellaneous	94	375
	Foundation	1,083	9,377
	IVCH ER Physicians	7,050	52,271
	Total	<u>\$ 8,227</u>	<u>\$ 62,024</u>
6) Supplies			
Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues were above budget 13.81%, creating a negative variance in Pharmacy Supplies.	Pharmacy Supplies	\$ (52,124)	\$ (321,389)
Non Patient Chargeable supplies were above budget, creating a negative variance in Patient & Other Medical Supplies.	Office Supplies	230	(891)
	Food	194	2,057
	Minor Equipment	2,774	10,697
	Non-Medical Supplies	1,441	32,815
	Patient & Other Medical Supplies	(6,171)	88,790
	Total	<u>\$ (53,657)</u>	<u>\$ (187,920)</u>

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
JUNE 2026 PRELIMINARY**

		Variance from Budget	
		Fav<Unfav>	
		JUNE 2026	YTD 2026
7) <u>Purchased Services</u>			
We saw negative variances in Department Repairs in Laboratory, Diagnostic Imaging, and Facilities.	Department Repairs	\$ (4,440)	\$ (6,542)
	Pharmacy	(318)	(6,401)
	Laboratory	(1,082)	(4,538)
	Multi-Specialty Clinics	(608)	(2,559)
Annual carpet cleaning/extraction and the completion of the annual striping and waxing of the first and second floors created a negative variance in Engineering/Plant/Communications.	Engineering/Plant/Communications	(7,444)	216
	Diagnostic Imaging Services - All	641	2,991
	EVS/Laundry	1,413	5,020
	Foundation	(17,488)	25,537
Stewardship services provided for the annual Kern event and Incline Bowl event created a negative variance in Foundation.	Miscellaneous	37,971	122,925
	Total	\$ 8,644	\$ 136,649
A true-up of Snow Removal invoice accruals created a positive variance in Miscellaneous.			
8) <u>Other Expenses</u>			
Common Area Maintenance costs and a rental increase for an employee housing unit created a negative variance in Other Building Rent.	Other Building Rent	\$ (10,992)	\$ (120,794)
	Miscellaneous	(11,125)	(53,693)
	Multi-Specialty Clinics Bldg. Rent	(1,087)	(13,311)
	Dues and Subscriptions	(813)	(8,961)
Transfer of labor from TFH to result IVCH lab tests created a negative variance in Miscellaneous.	Equipment Rent	(1,923)	(2,246)
	Insurance	36	2,272
	Outside Training & Travel	877	27,484
Marketing campaigns came in below budget, creating a positive variance in this category.	Marketing	7,349	32,621
	Utilities	2,808	49,493
	Total	\$ (14,871)	\$ (87,135)
Natural Gas/Propane and Electricity costs were below budget, creating a positive variance in Utilities.			
9) <u>Donations</u>			
Timing of the transfer of donations for the Surgery Improvement project created a negative variance in Donations. The transfer of funds has been budgeted in FY27.	Total	\$ (2,938,808)	\$ (3,047,827)
10) <u>Gain/(Loss) on Sale</u>			
	Total	\$ -	\$ -
11) <u>Depreciation Expense</u>			
	Total	\$ 830	\$ 9,959
12) <u>Interest Expense</u>			
	Total	\$ (1,123)	\$ (13,361)

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	AUDITED FYE 2025		**BUDGET** FYE 2026	PROJECTED FYE 2026	PRELIMINARY JUNE 2026	PROJECTED JUNE 2026	DIFFERENCE	ACTUAL 1ST QTR	ACTUAL 2ND QTR	ACTUAL 3RD QTR	PRELIMINARY 4TH QTR
Net Operating Rev/(Exp) - EBIDA	51,886,266		27,556,243	39,466,286	\$ 2,953,134	\$ (8,864,921)	\$ 11,818,055	\$ 12,945,140	\$ 9,028,708	\$ 8,429,183	\$ 9,063,255
Interest Income	3,958,656		3,622,400	4,530,065	73,856	260,000	(186,144)	1,076,593	1,354,051	989,050	1,110,370
Property Tax Revenue	11,279,104		11,320,000	12,114,979	260,145	200,000	60,145	587,757	236,387	6,437,876	4,852,959
Donations	1,193,437		5,037,312	1,789,202	684,735	1,115,000	(430,265)	60,899	563,235	249,092	915,975
Debt Service Payments	(3,516,862)		(3,876,518)	(3,554,952)	(190,232)	(167,626)	(22,606)	(1,484,229)	(798,504)	(746,735)	(525,484)
Property Purchase Agreement	(811,927)		(473,624)	(541,285)	-	-	-	(202,982)	(202,982)	(135,321)	-
Municipal Lease 2025	(333,643)		(1,000,932)	(1,000,929)	(83,411)	(83,411)	0	(250,232)	(250,232)	(250,232)	(250,232)
Copier	-		-	-	-	-	-	-	-	-	-
2017 VR Demand Bond	(795,185)		(756,793)	(790,102)	(22,607)	-	(22,607)	(672,429)	(13,058)	(82,008)	(22,607)
2015 Revenue Bond	(1,576,107)		(1,645,169)	(1,222,636)	(84,215)	(84,215)	0	(358,585)	(332,232)	(279,174)	(252,645)
Physician Recruitment	(121,333)		(521,000)	(171,333)	-	-	-	(88,000)	(83,333)	-	-
Investment in Capital											
Equipment	(4,700,844)		(5,613,300)	(6,475,639)	(991,901)	(880,000)	(111,901)	(1,247,350)	(1,713,269)	(1,513,287)	(2,001,733)
Municipal Lease Reimbursement	1,340,632		4,780,000	2,374,027	1,198,333	1,196,083	2,250	-	-	1,175,694	1,198,333
IT/EMR/Business Systems	-		(5,027,825)	-	-	-	-	-	-	-	-
Building Projects/Properties	(12,436,705)		(55,592,169)	(35,874,041)	(3,084,645)	(8,100,000)	5,015,355	(5,592,451)	(12,181,170)	(9,024,413)	(9,076,008)
Change in Accounts Receivable	(8,996,668)	N1	(328,792)	6,747,068	2,879,526	1,458,727	1,420,799	6,006,700	1,943,603	(4,033,596)	2,830,361
Change in Settlement Accounts	(10,420,429)	N2	(5,011,279)	(6,580,815)	584,460	501,313	83,147	(5,260,008)	(11,199,598)	8,092,825	1,785,966
Change in Other Assets	(6,444,419)	N3	(2,248,346)	(9,738,053)	(1,357,049)	1,363,781	(2,720,830)	(3,518,928)	(1,052,013)	(1,967,254)	(3,199,858)
Change in Other Liabilities	6,736,574	N4	(7,815,000)	(11,807,993)	2,445,731	9,243,480	(6,797,749)	(664,024)	(8,365,438)	(3,773,498)	994,967
Change in Cash Balance	29,757,408		(33,718,273)	(7,181,200)	5,456,094	(2,674,163)	8,130,257	2,822,100	(22,267,341)	4,314,937	7,949,103
Beginning Unrestricted Cash	184,297,240		214,054,647	214,054,647	201,417,353	201,417,353	-	214,054,647	216,876,748	194,609,407	198,924,344
Ending Unrestricted Cash	214,054,647		180,336,374	206,873,447	206,873,448	198,743,191	8,130,257	216,876,748	194,609,407	198,924,344	206,873,447
Operating Cash	214,054,647		180,336,374	206,873,447	206,873,448	198,743,191	8,130,257	216,876,748	194,609,407	198,924,344	206,873,447
Expense Per Day	917,777		956,582	958,565	958,565	956,582	1,984	936,594	937,532	949,903	958,565
Days Cash On Hand	233		189	216	216	208	9	232	208	209	216

Footnotes:

Budget - Beginning Unrestricted Cash amount for Budget FYE 2026 has been restated to match the Ending Unrestricted Cash from Audited FYE 2025.

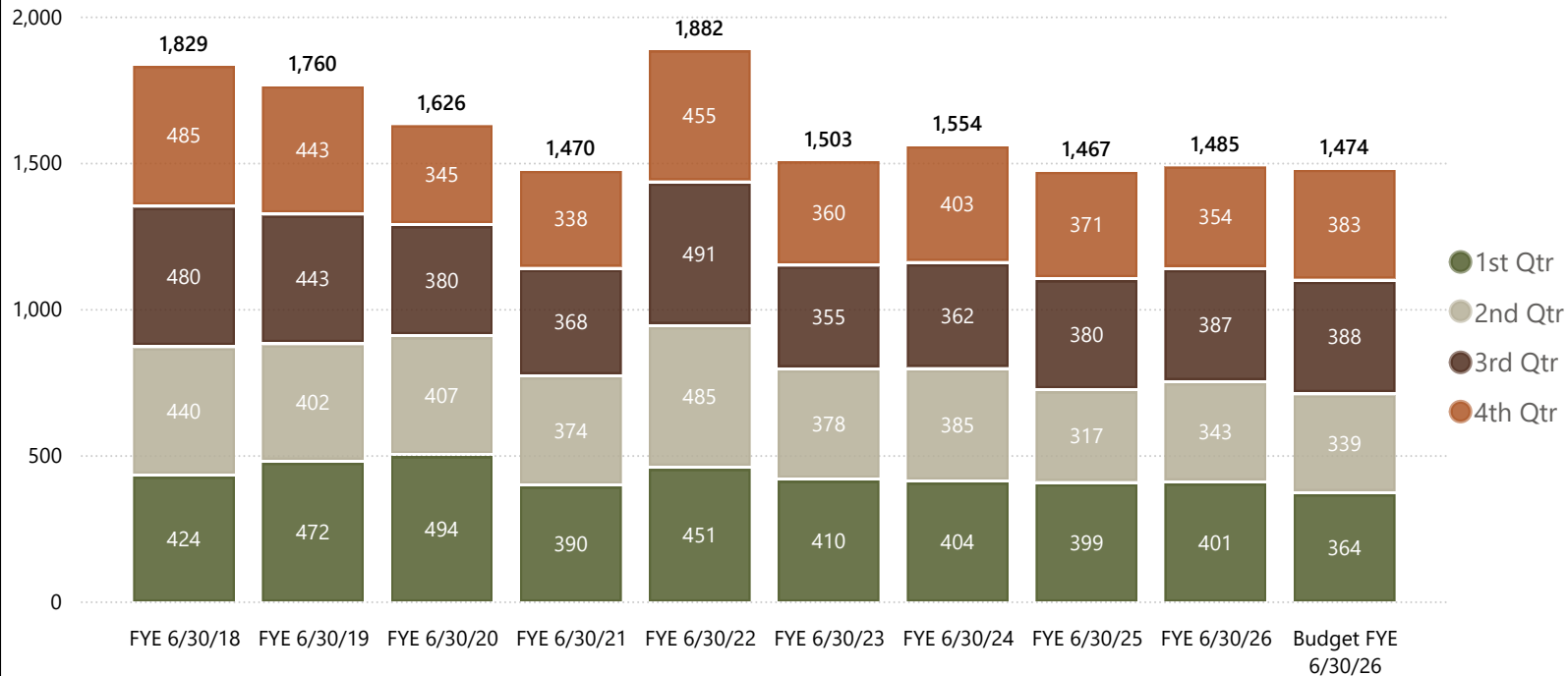
N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

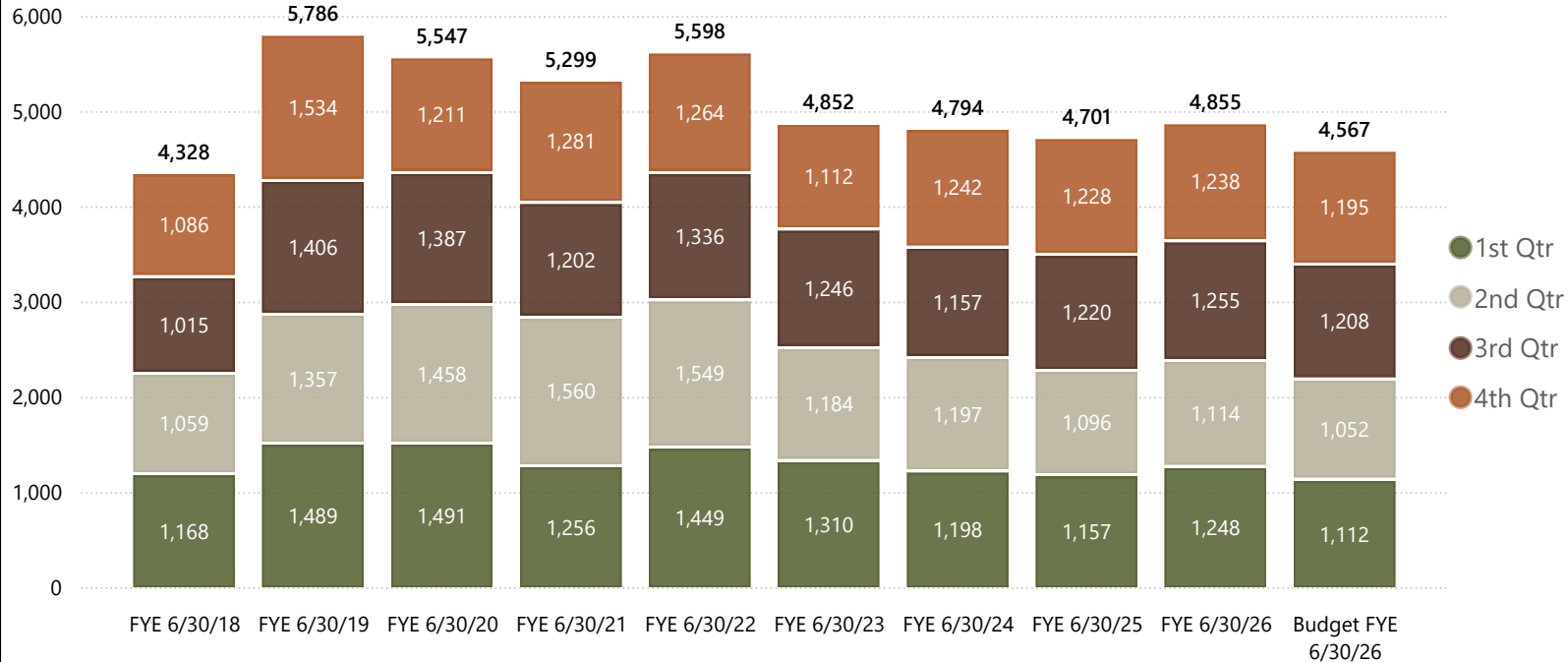
N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

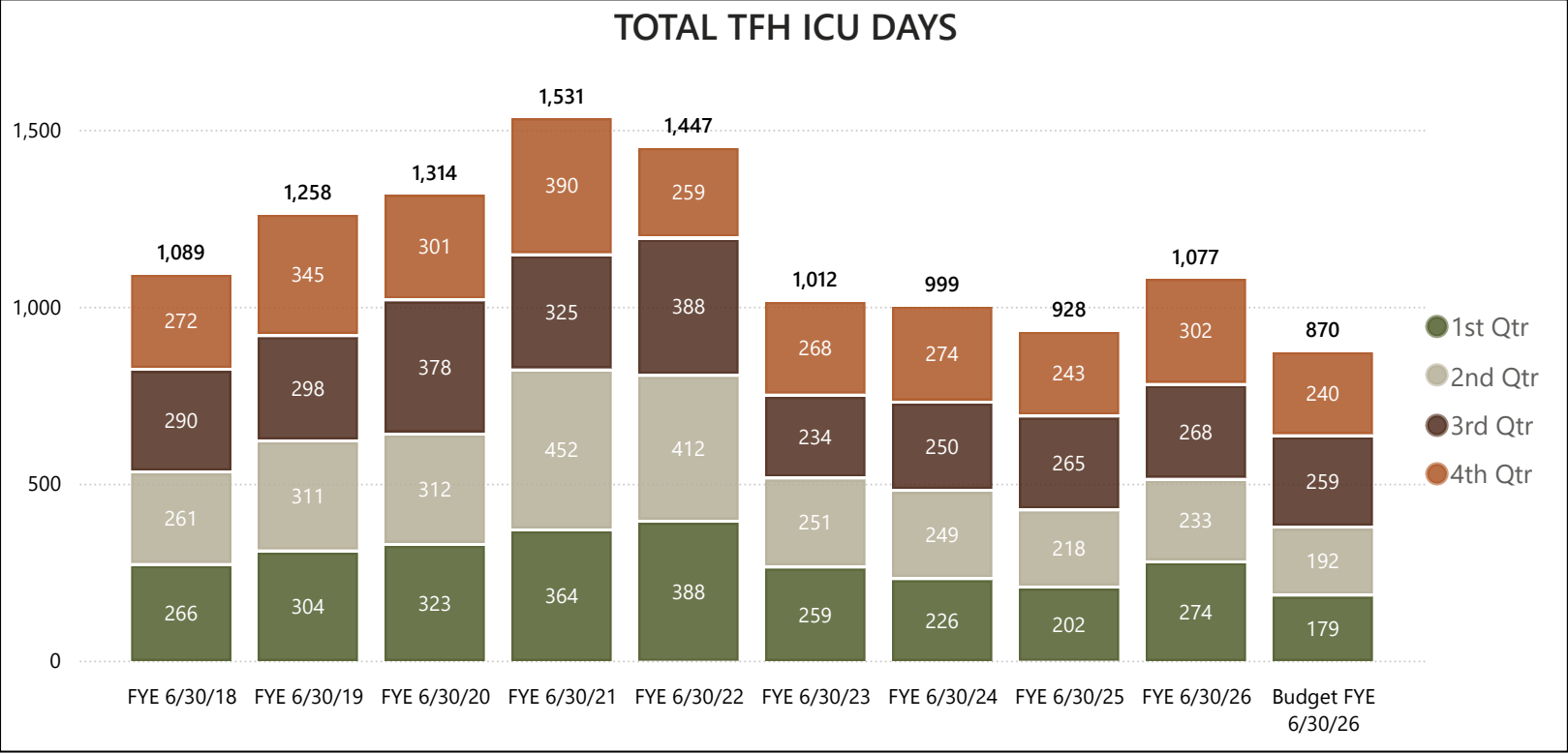
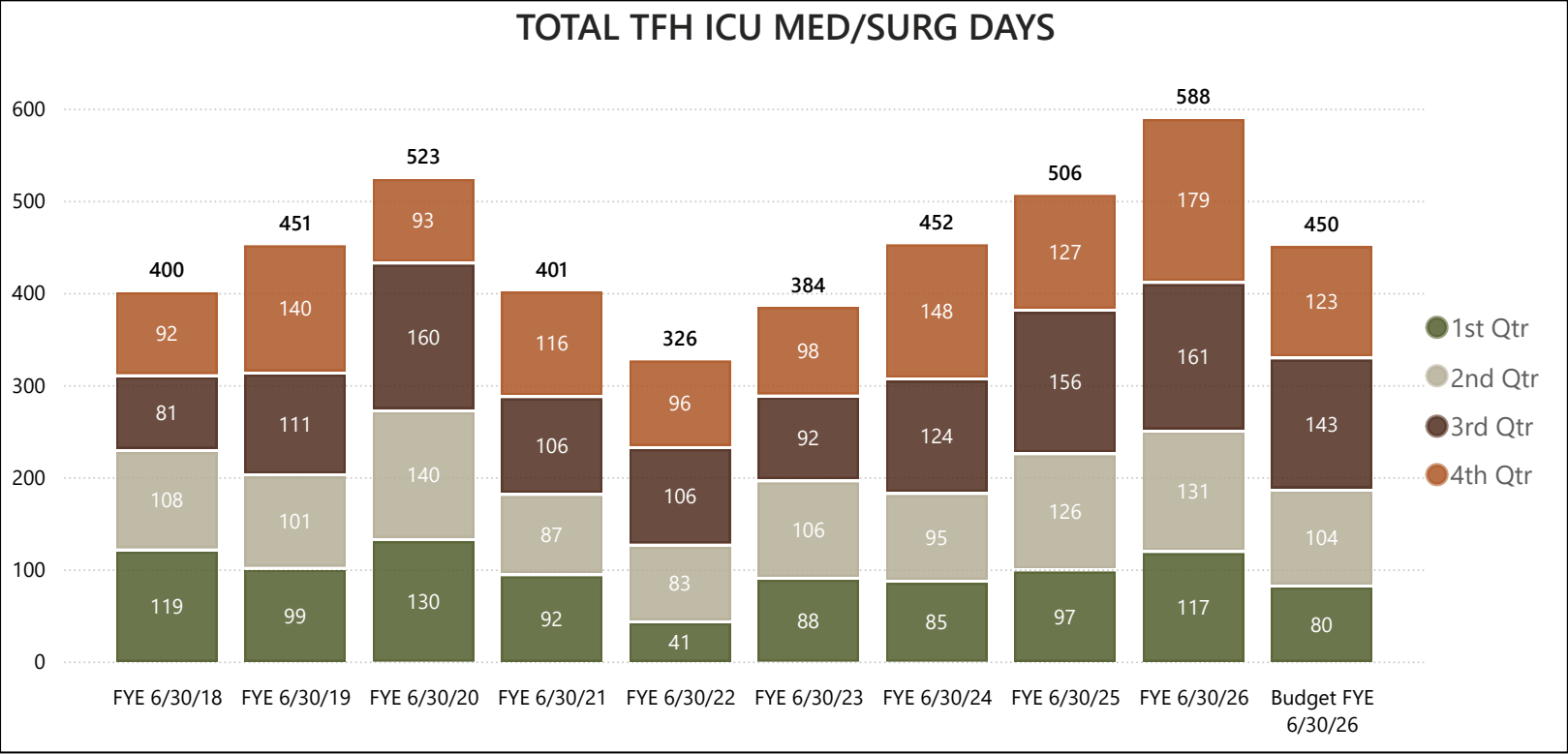
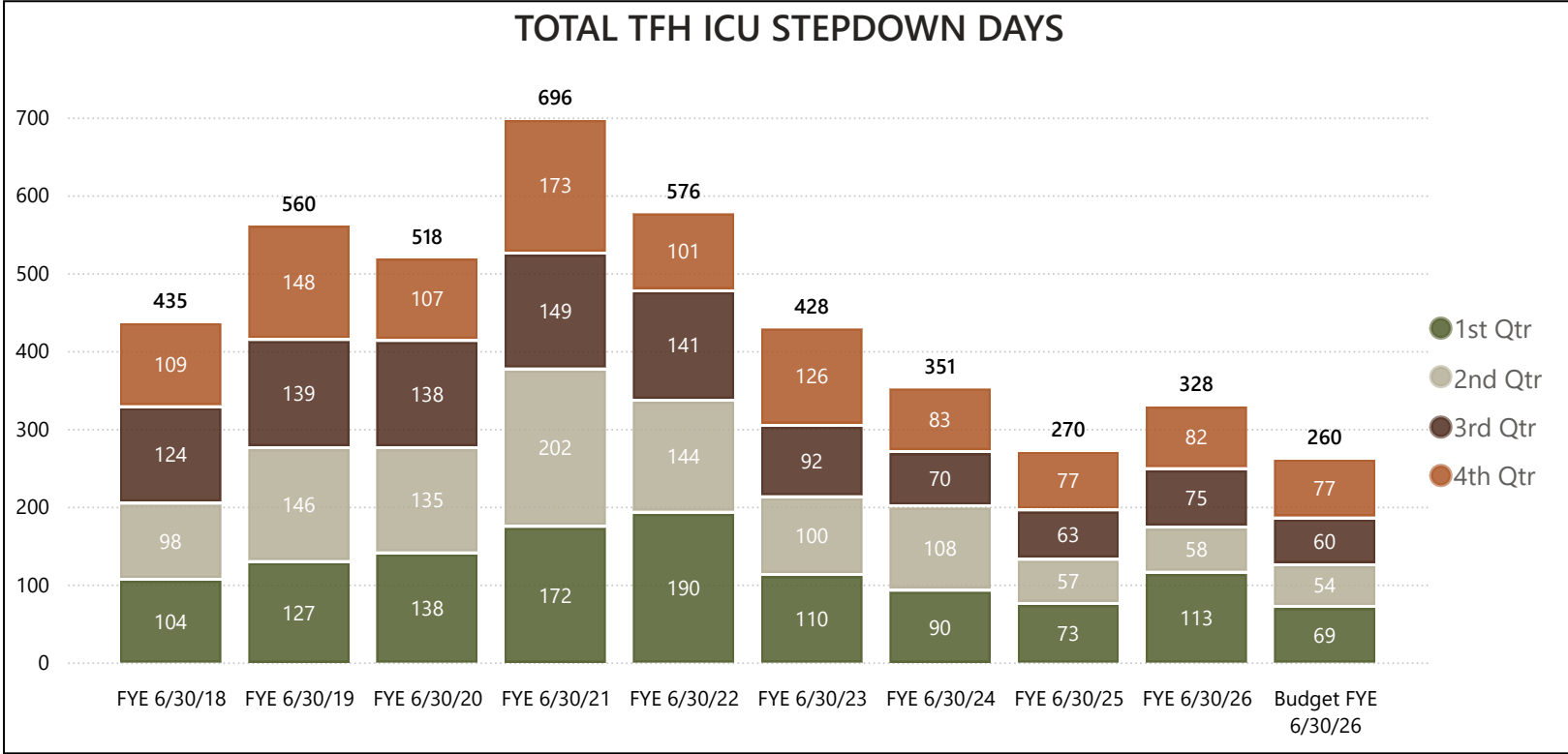
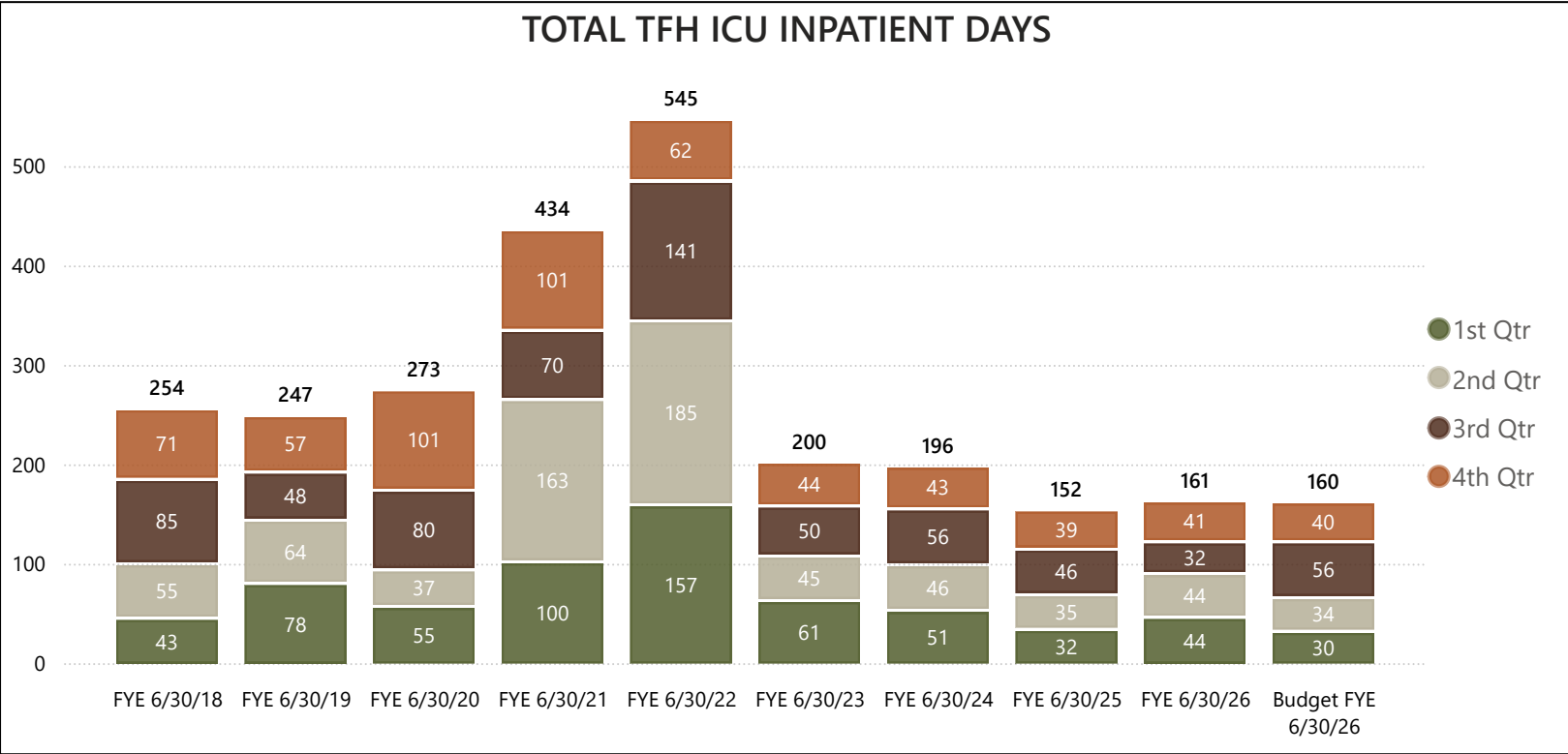
N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

TOTAL ADMISSIONS

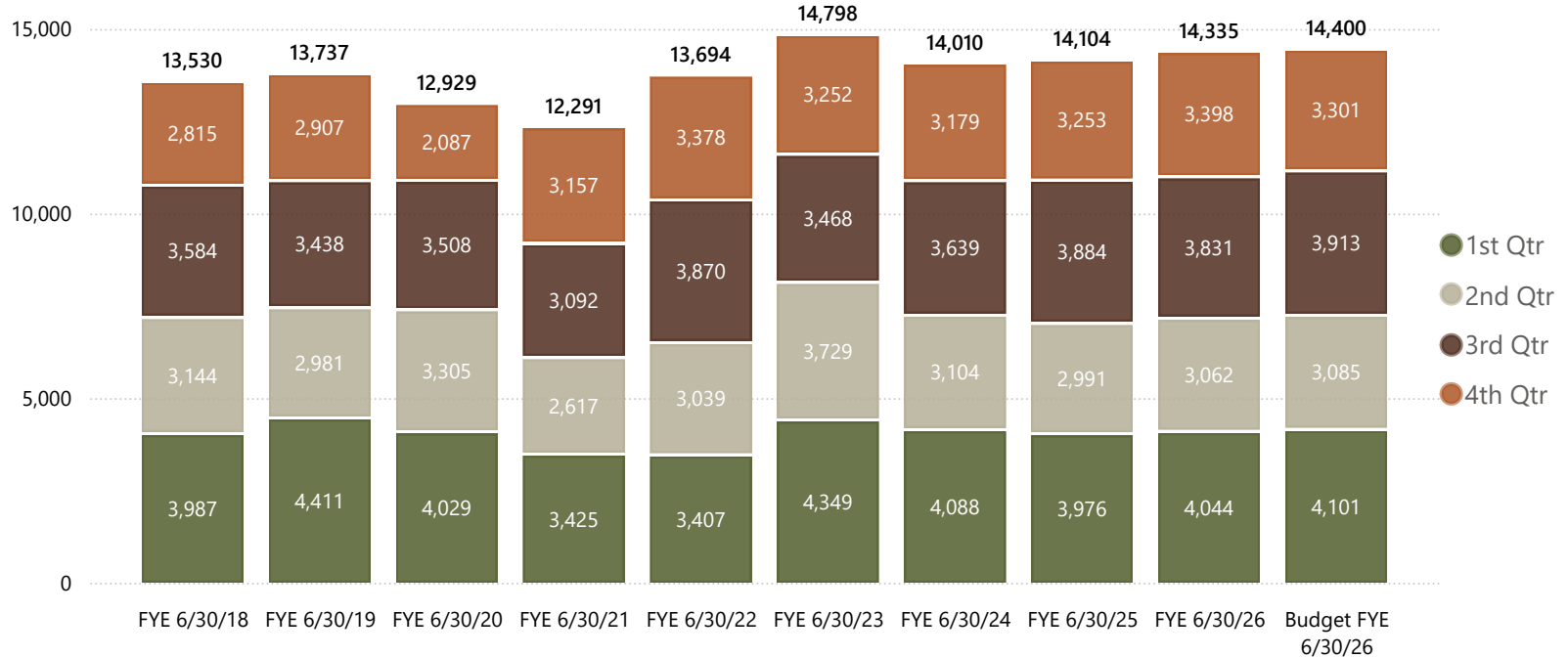


TOTAL TFH PATIENT DAYS

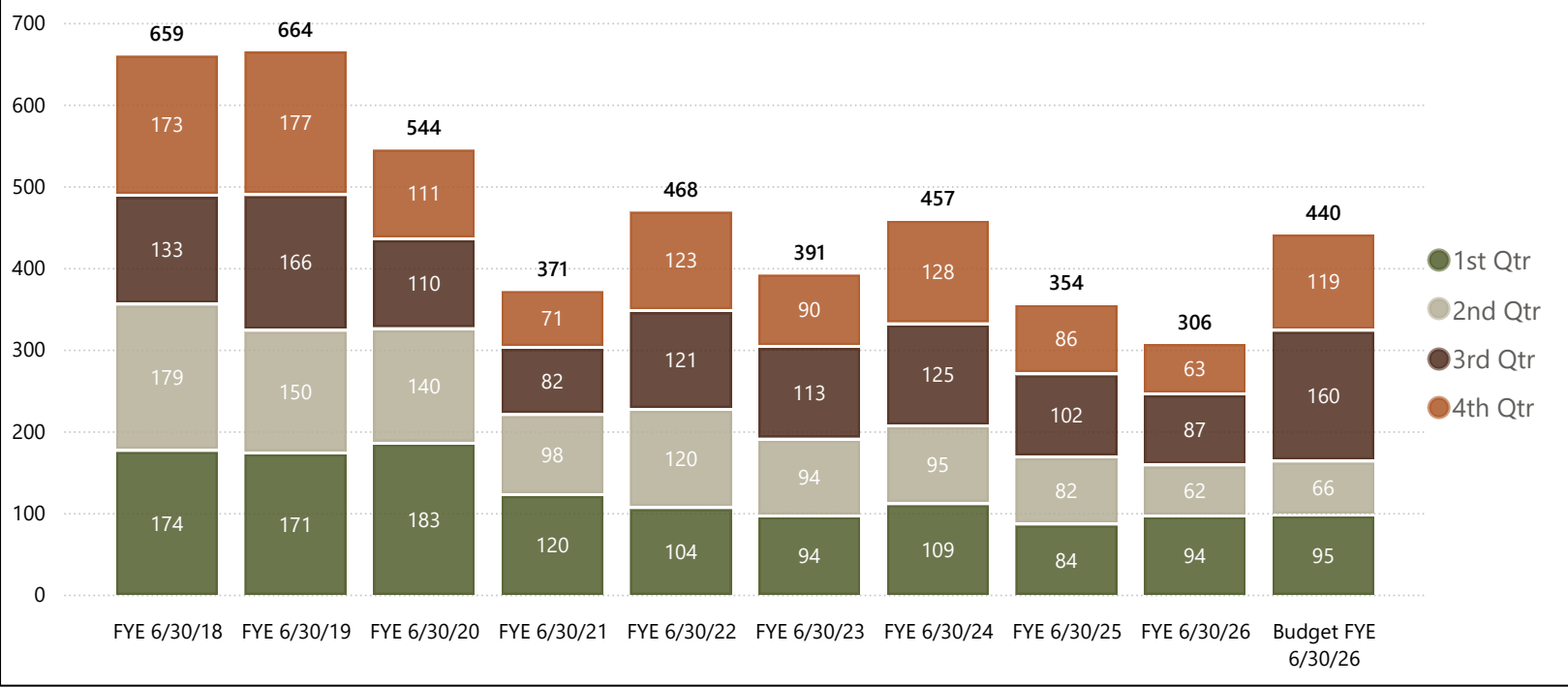




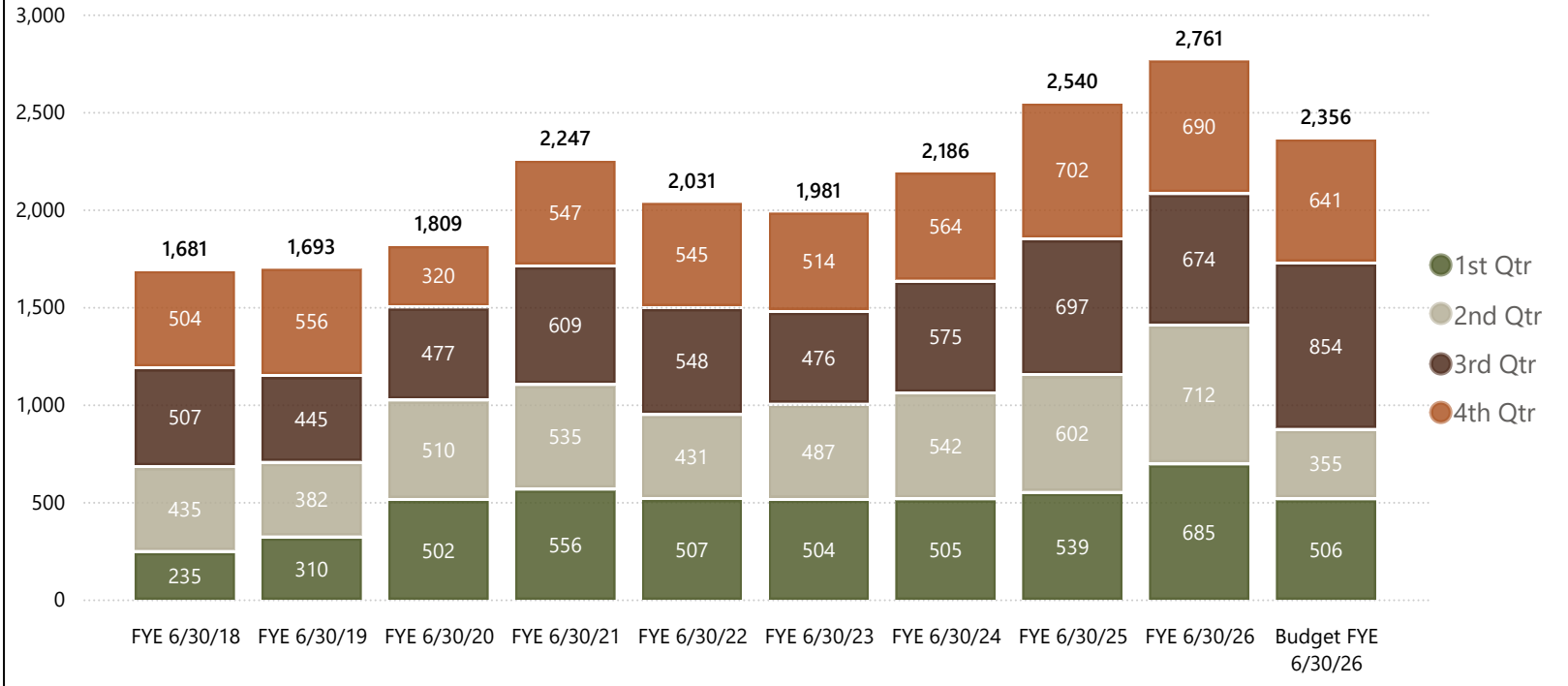
TOTAL TFH ER VISITS



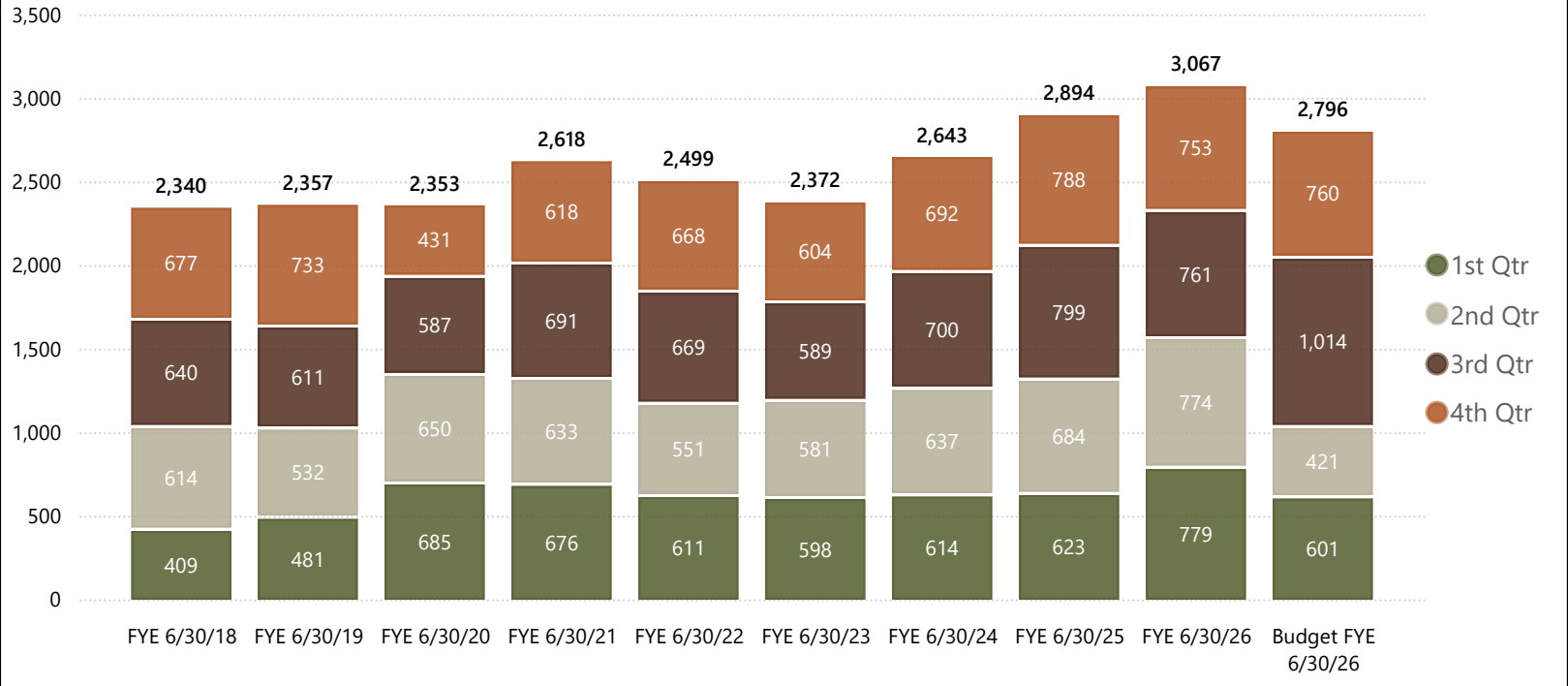
TOTAL TFH INPATIENT OR CASES

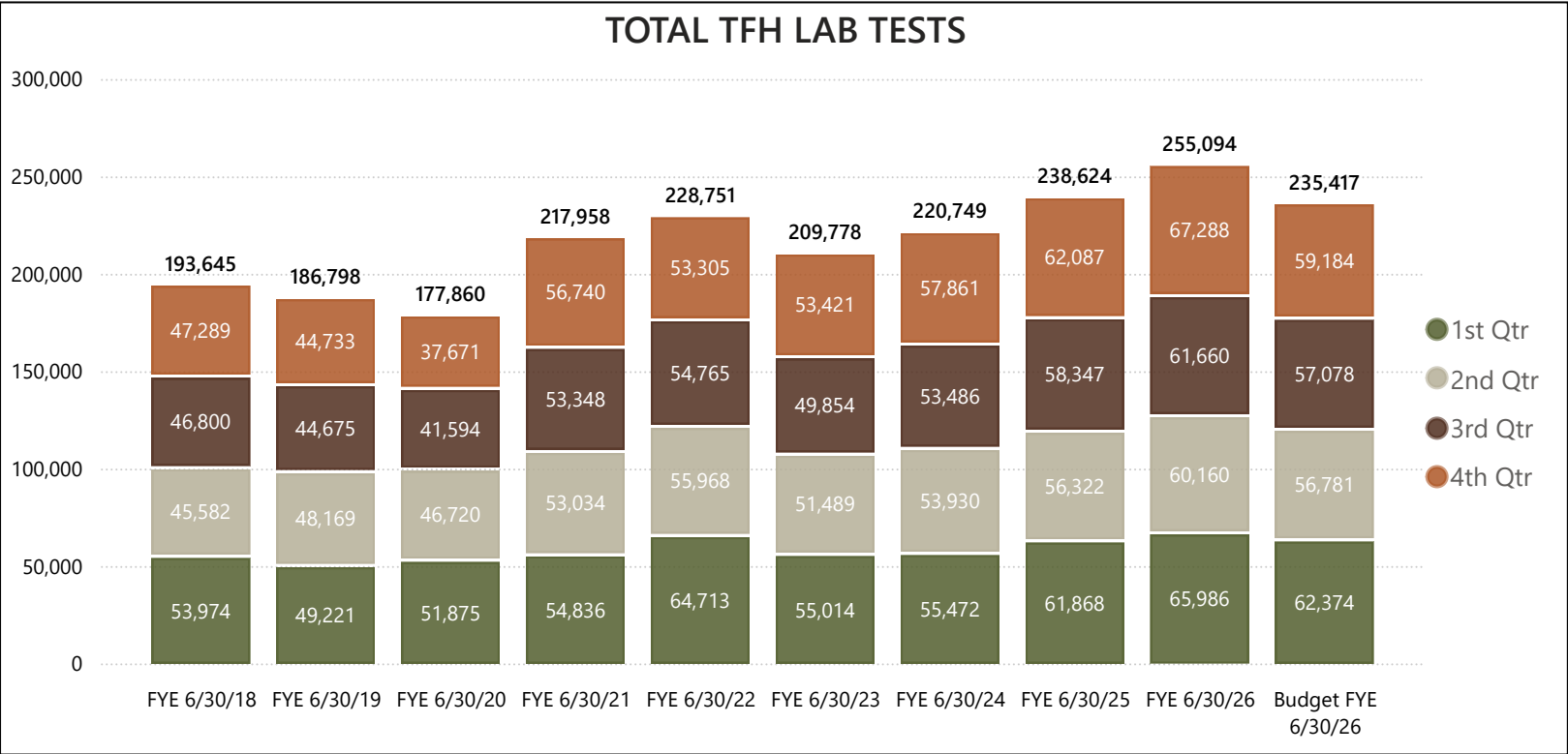
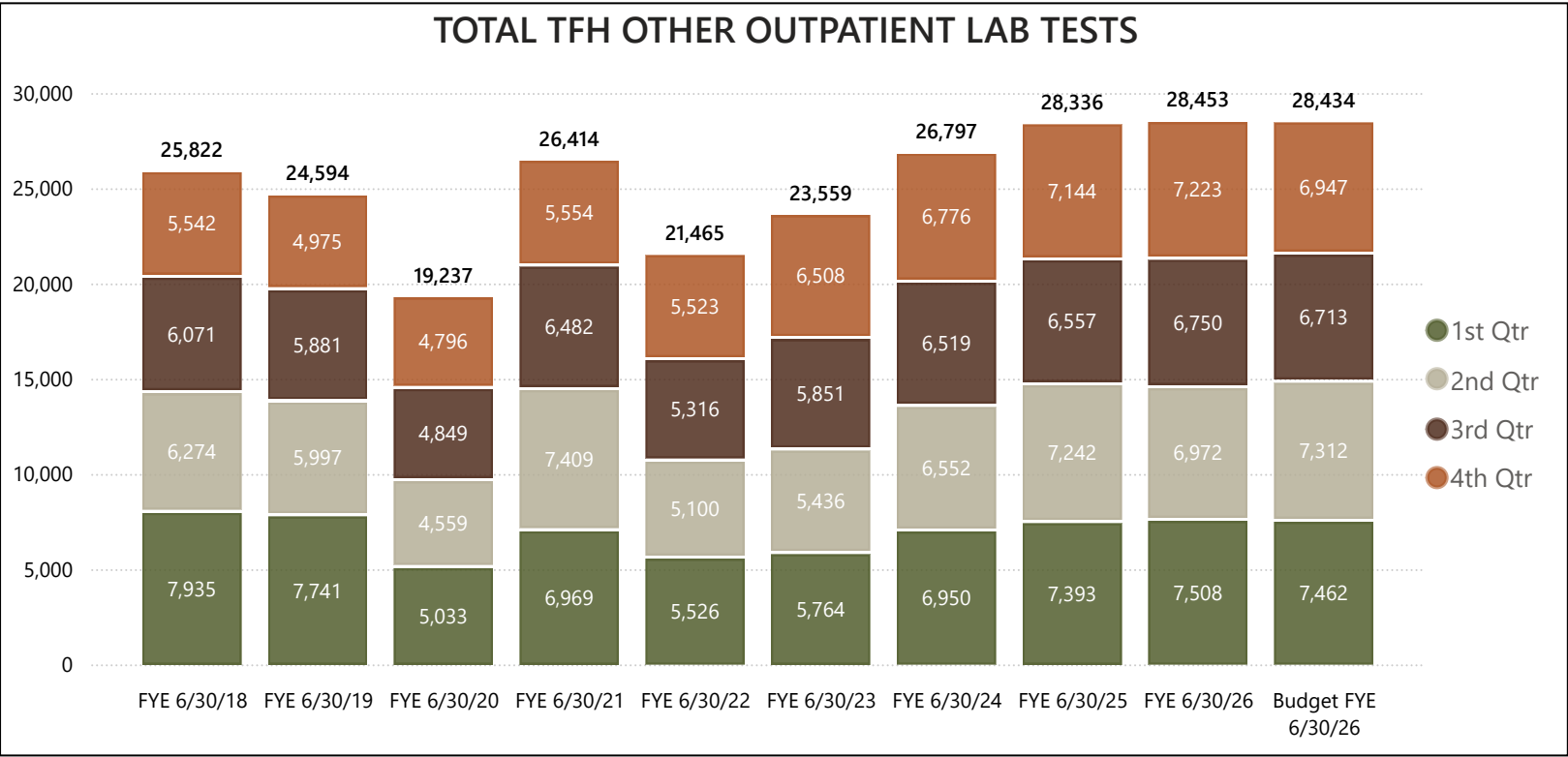
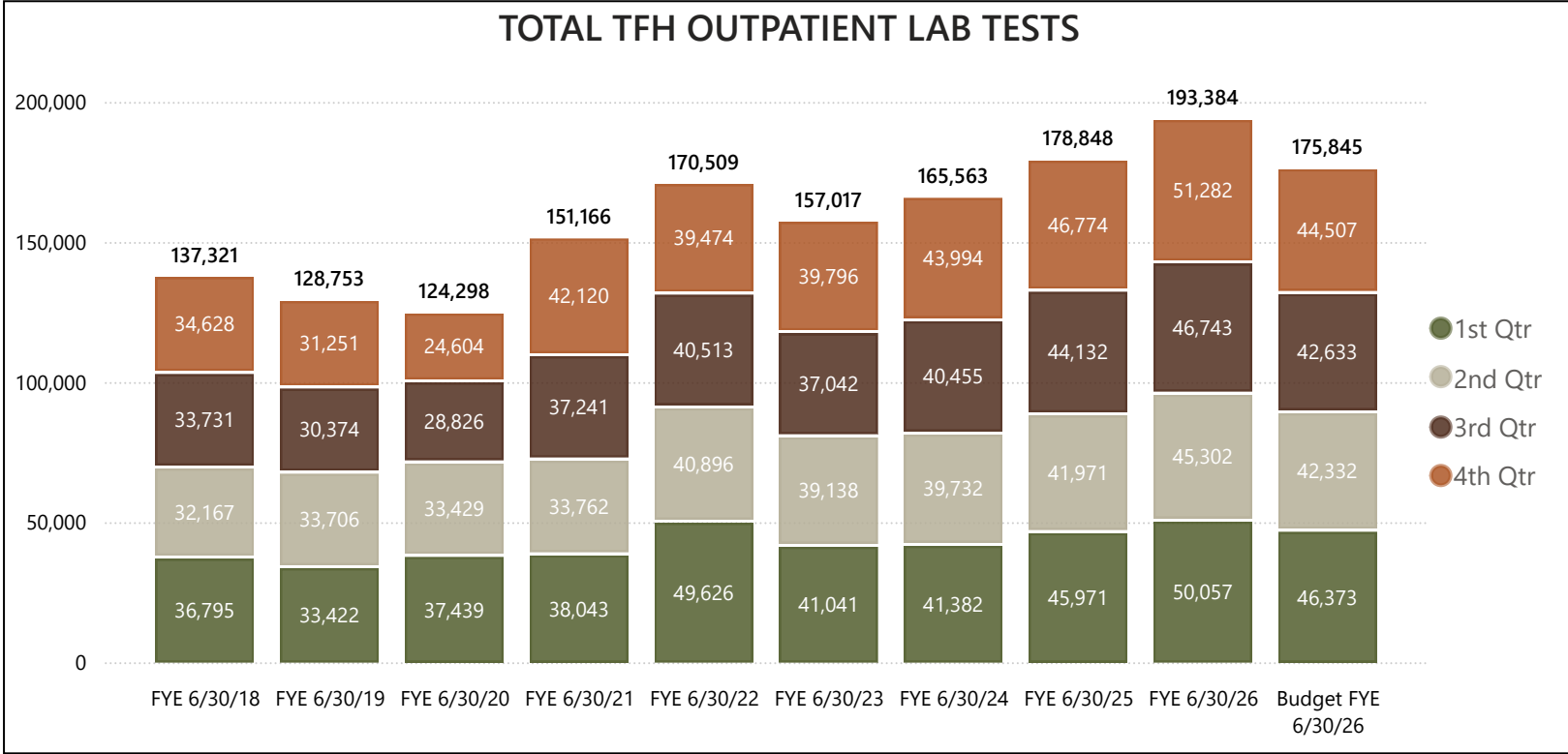
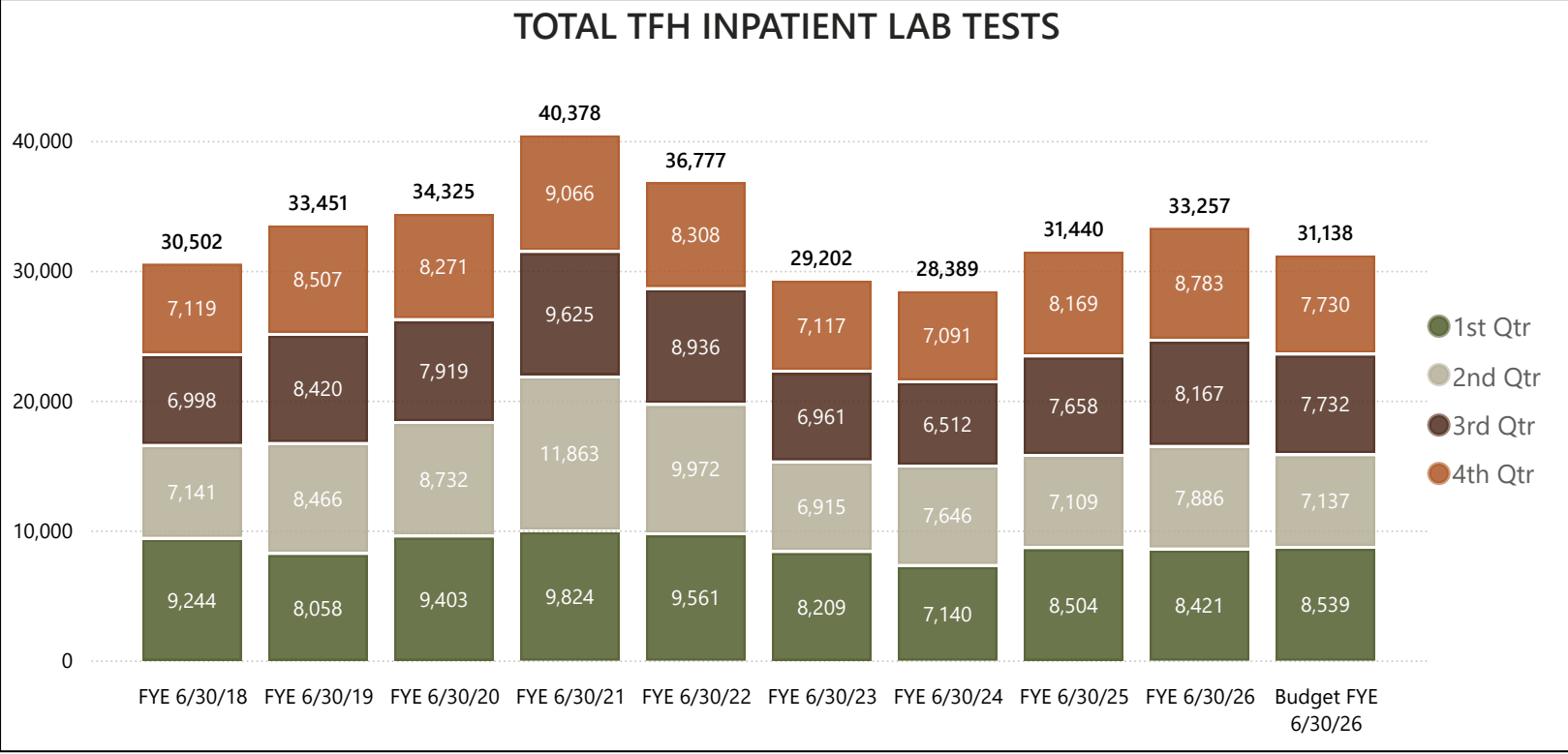


TOTAL TFH OUTPATIENT OR CASES

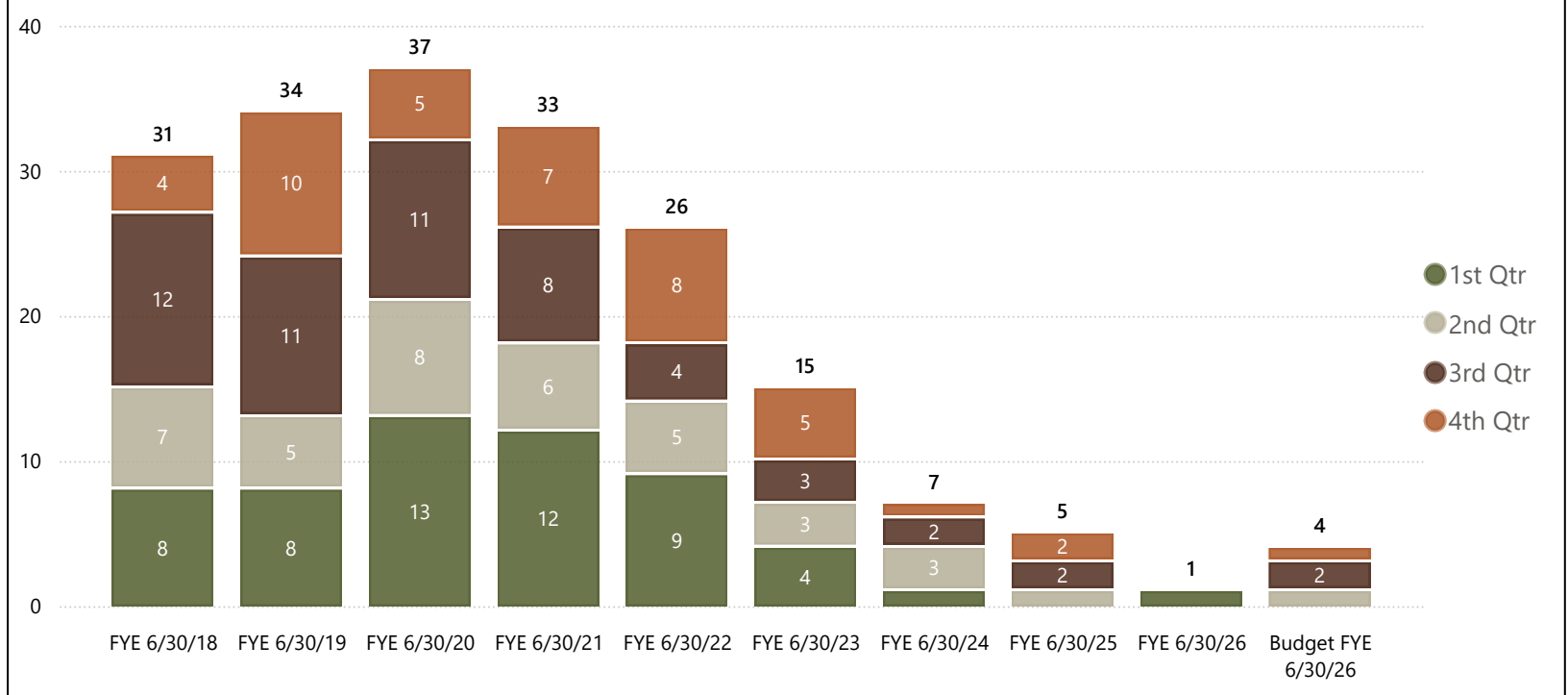


TOTAL TFH OR CASES

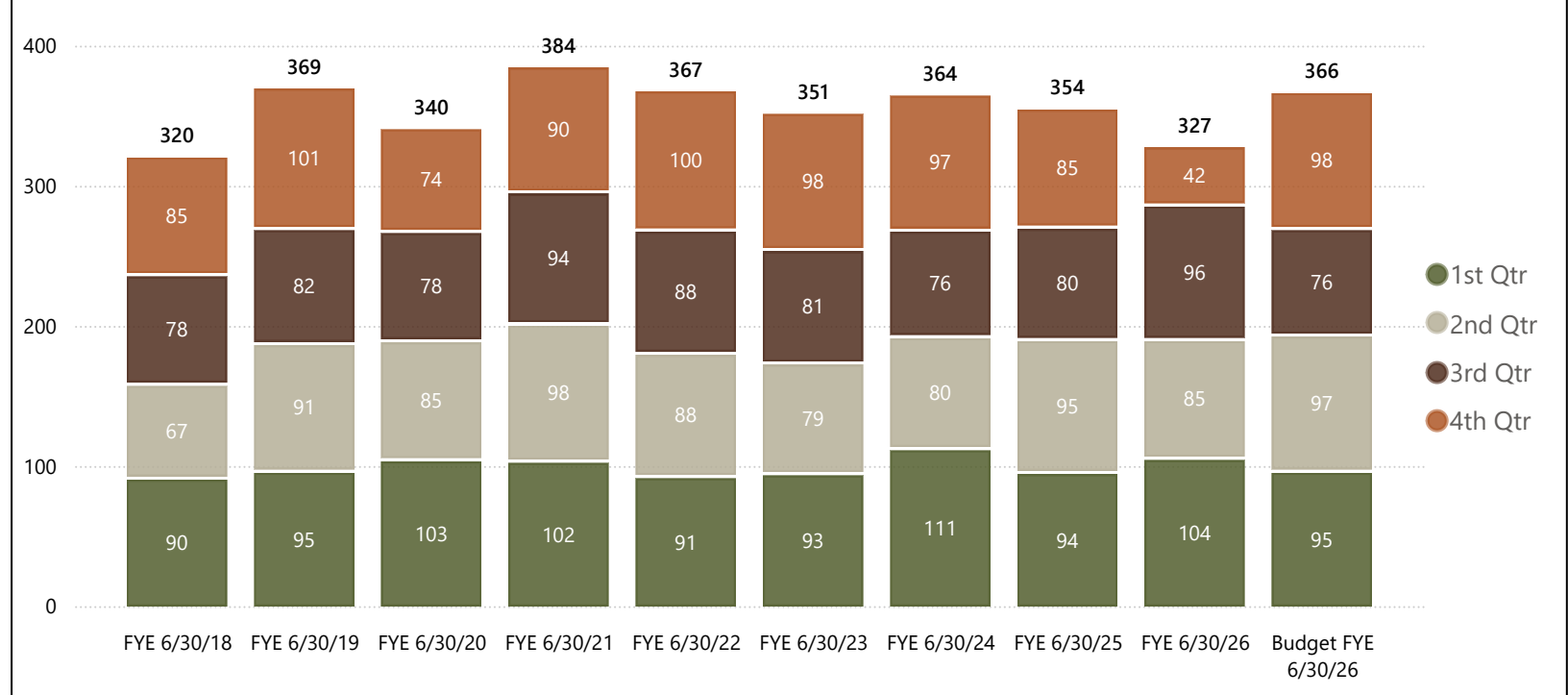




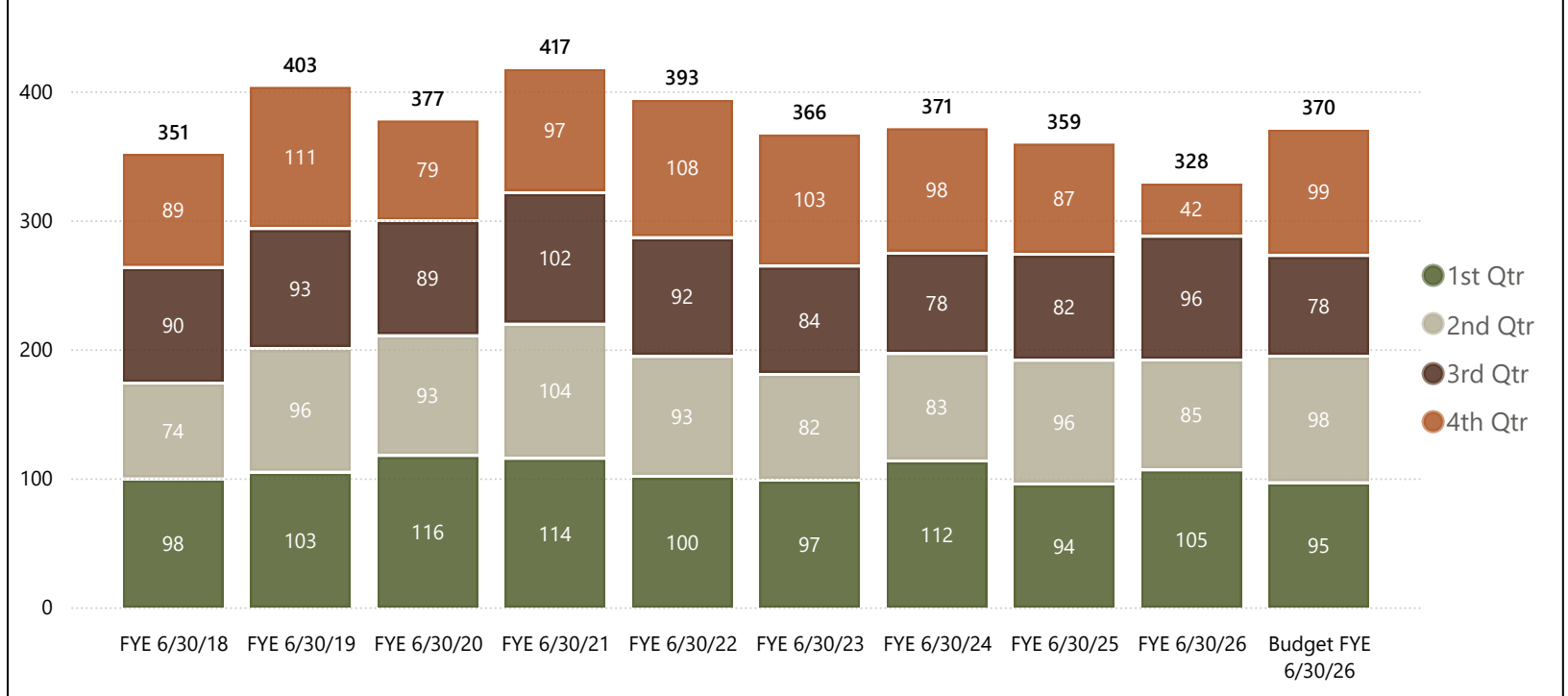
TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



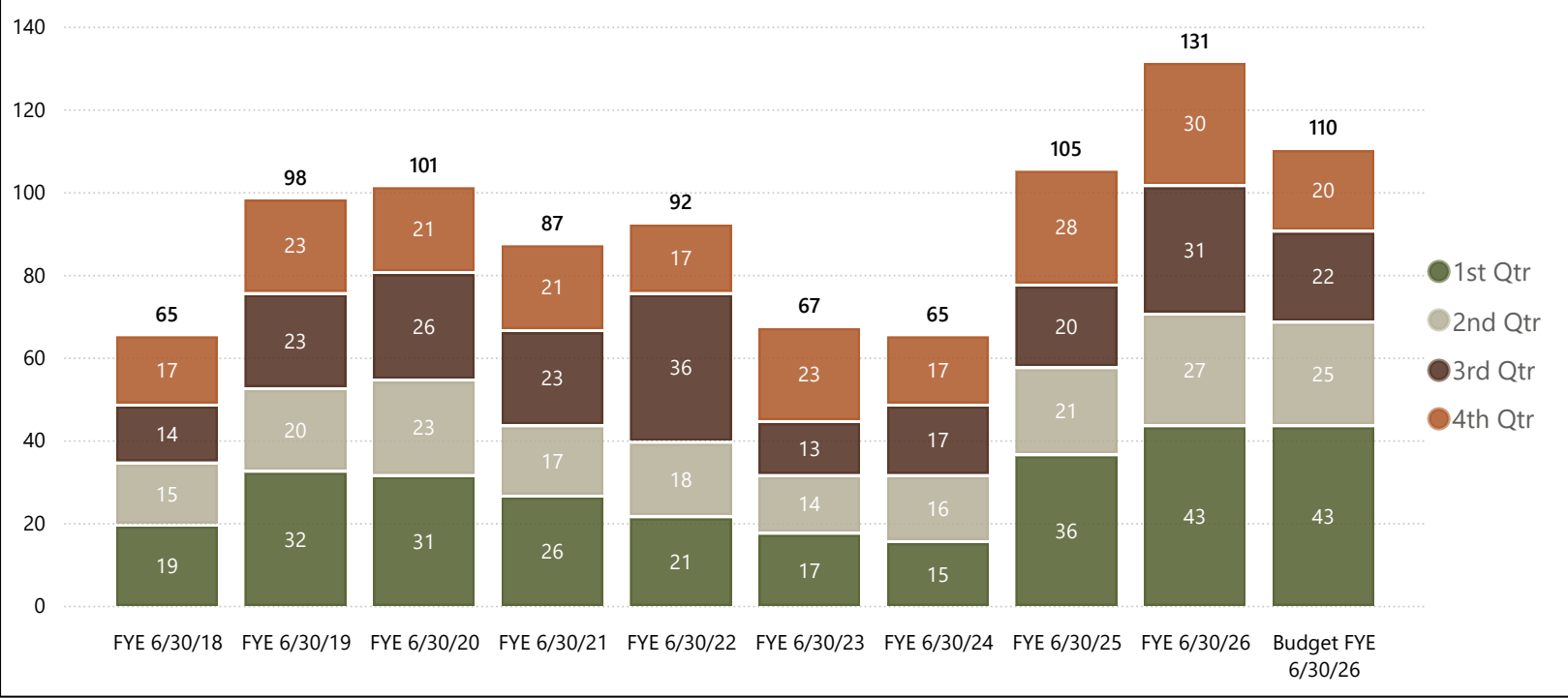
TOTAL TFH NUCLEAR MEDICINE OUTPATIENT EXAMS



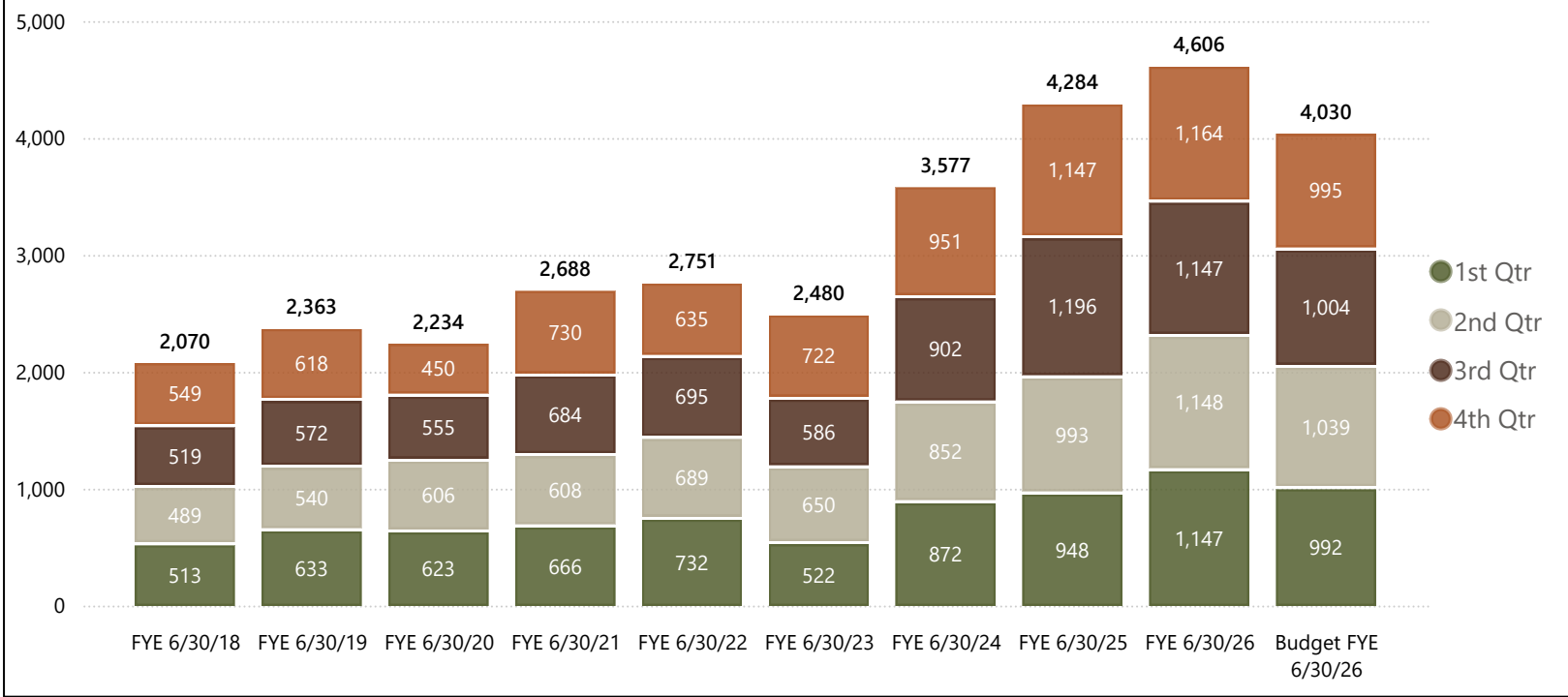
TOTAL TFH NUCLEAR MEDICINE EXAMS



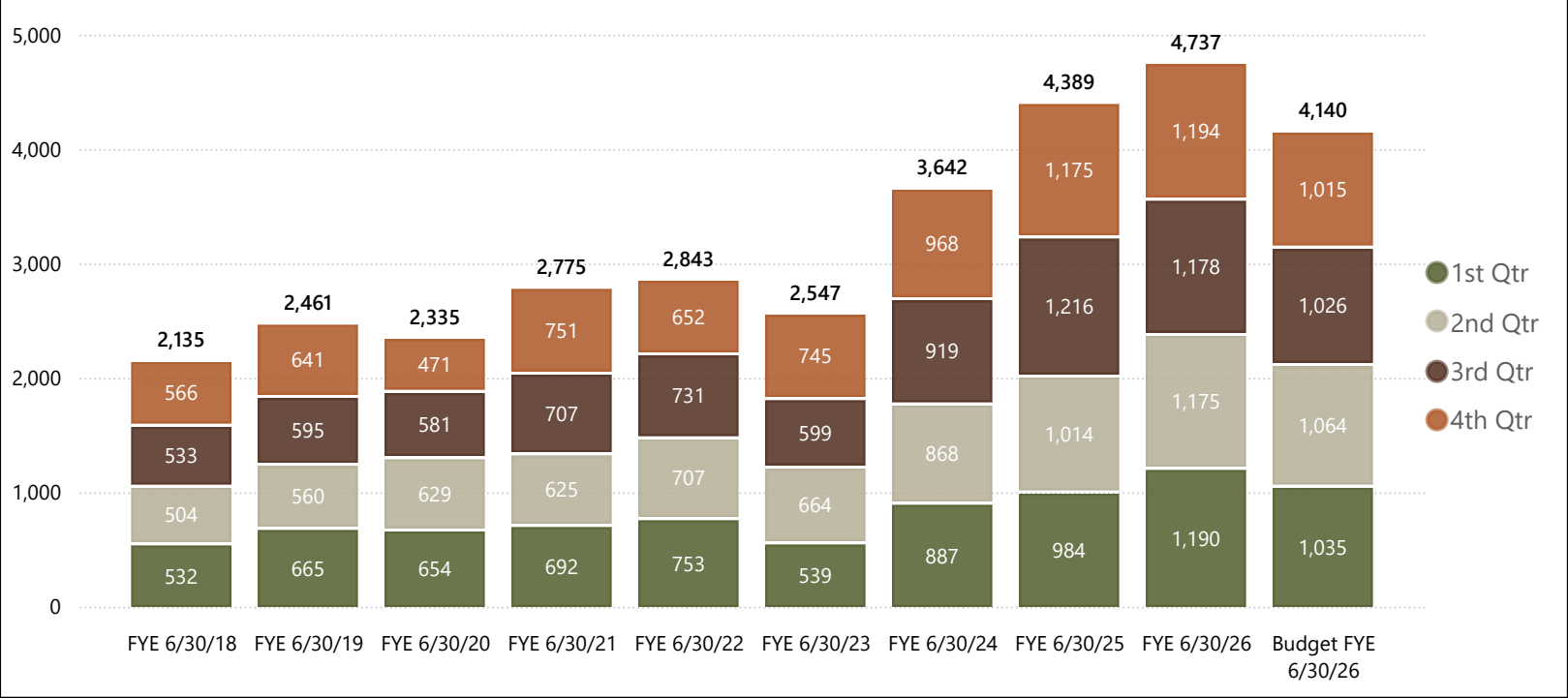
TOTAL TFH MRI INPATIENT EXAMS



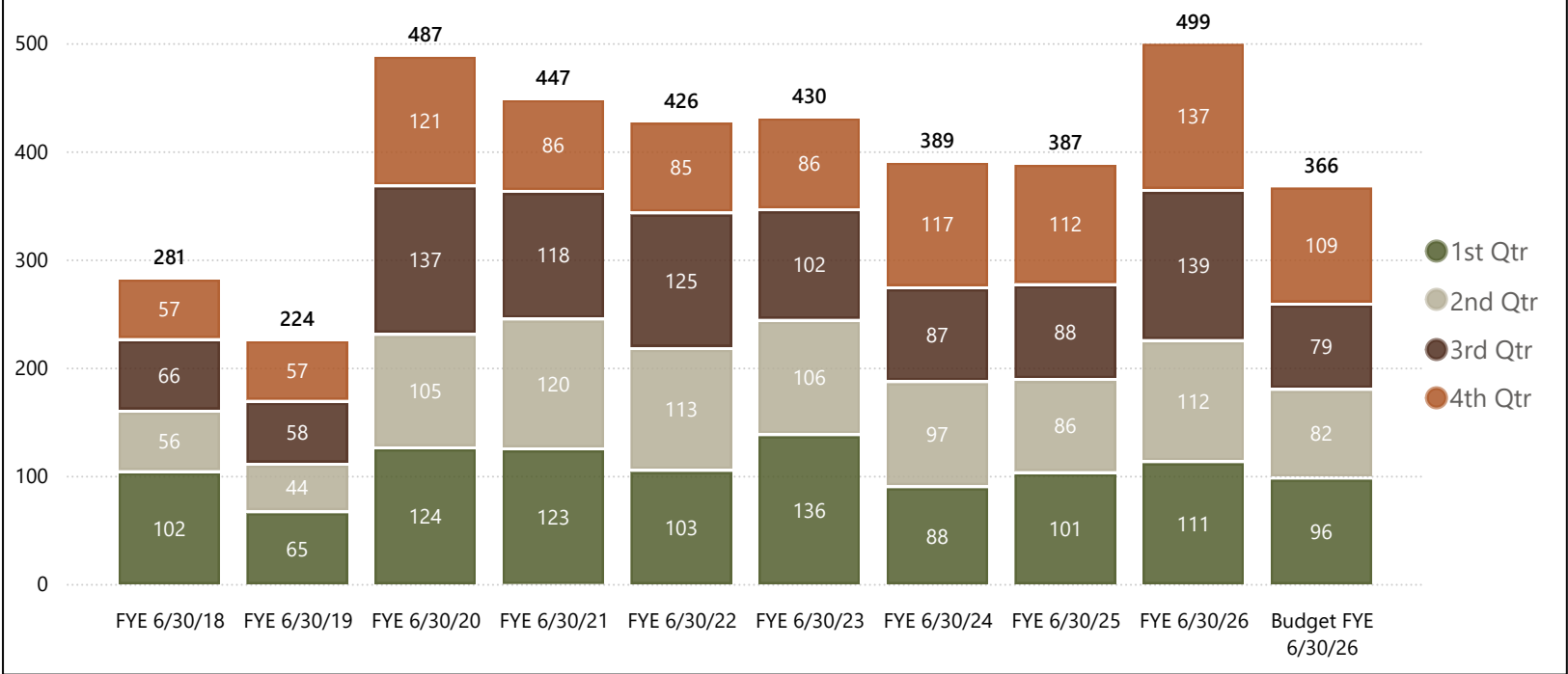
TOTAL TFH MRI OUTPATIENT EXAMS



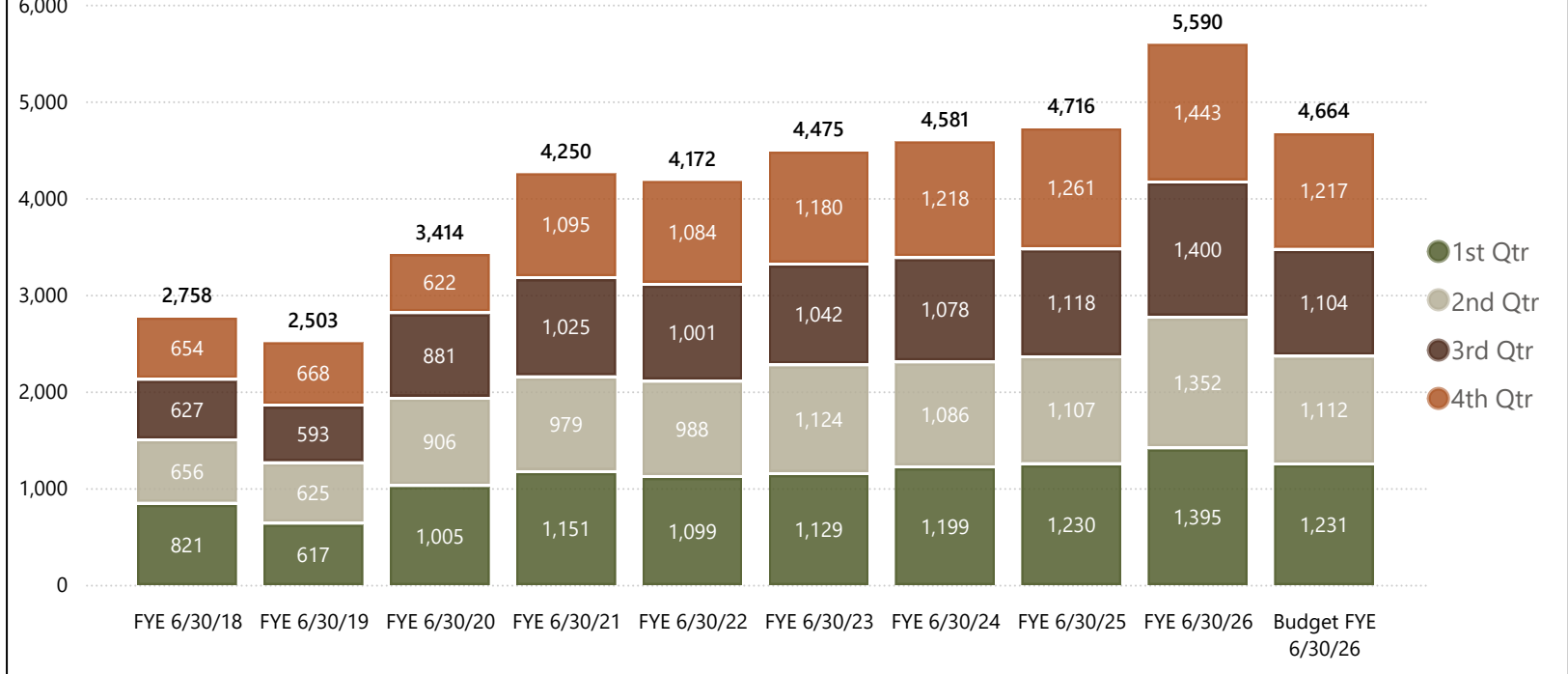
TOTAL TFH MRI EXAMS



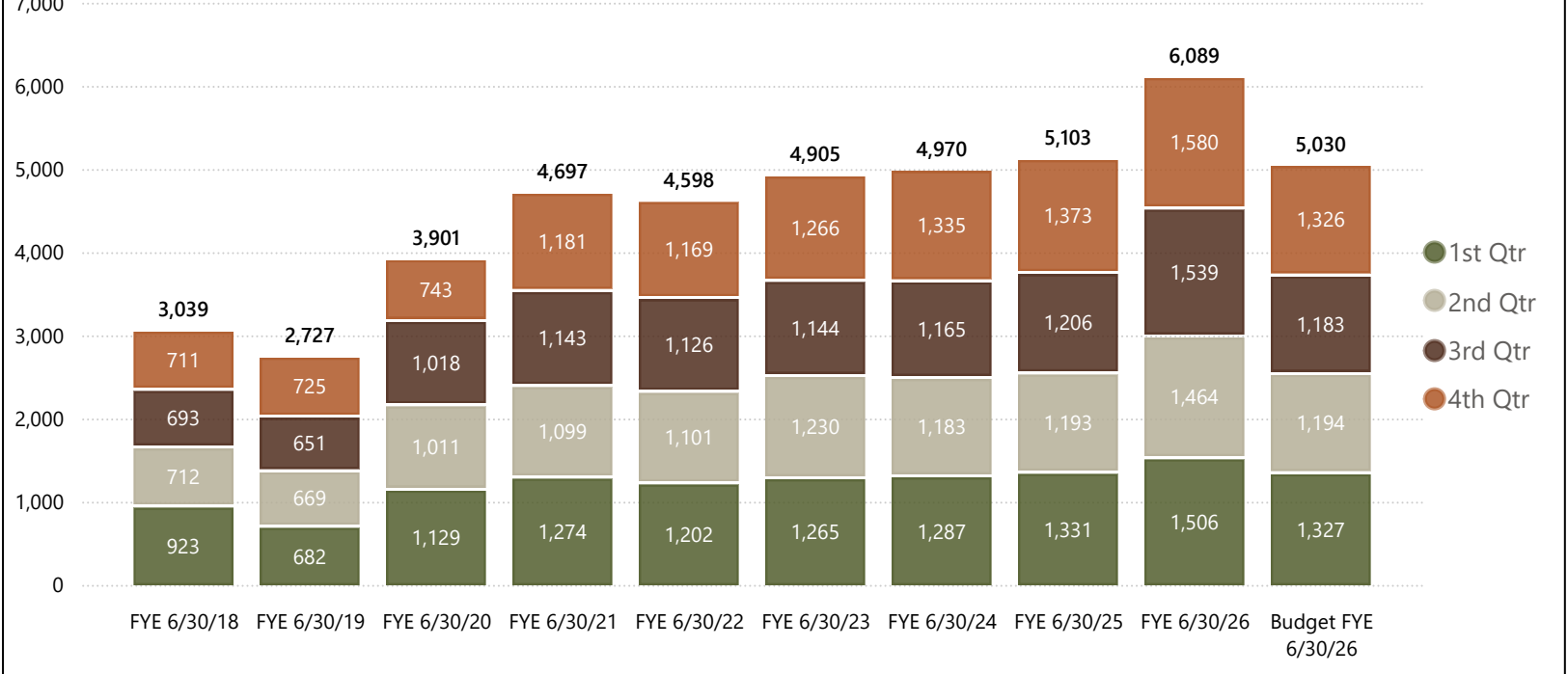
TOTAL TFH ULTRASOUND INPATIENT EXAMS



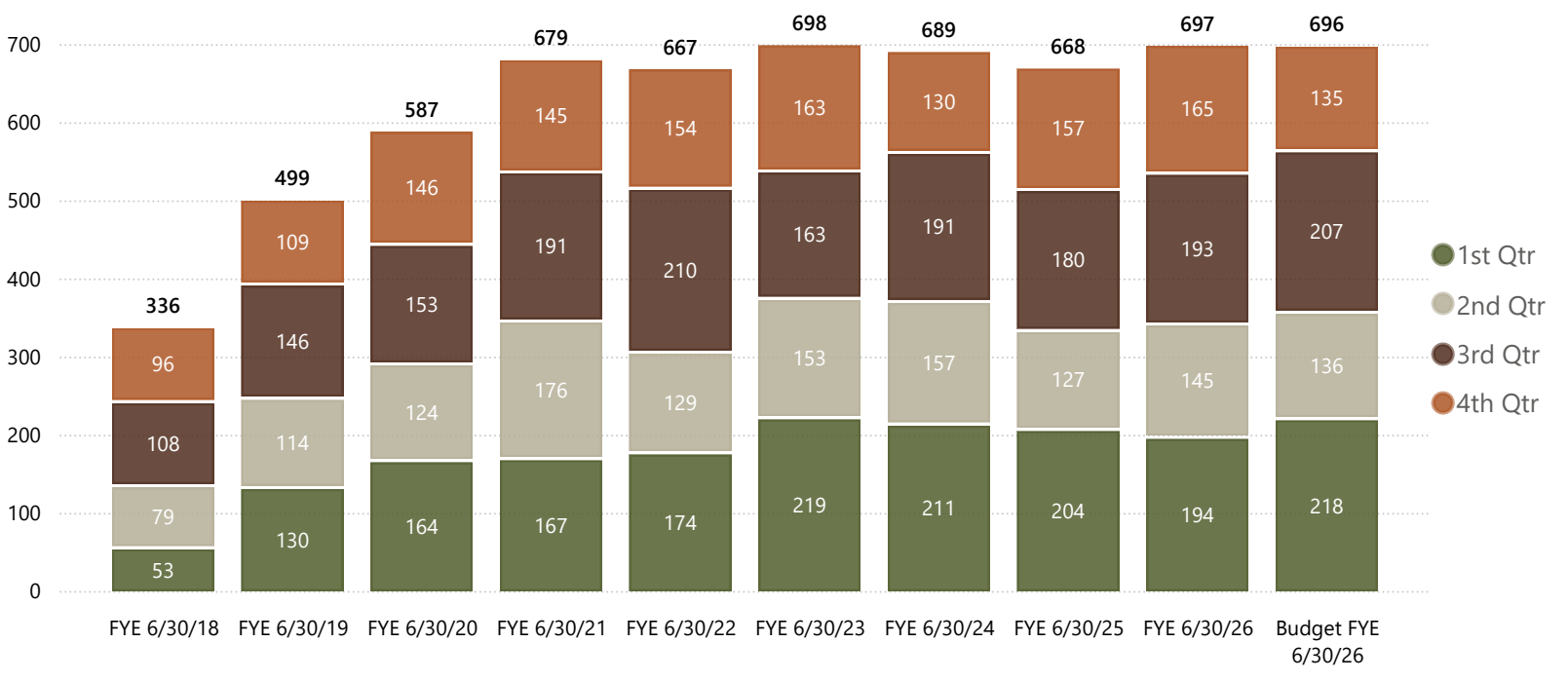
TOTAL TFH ULTRASOUND OUTPATIENT EXAMS



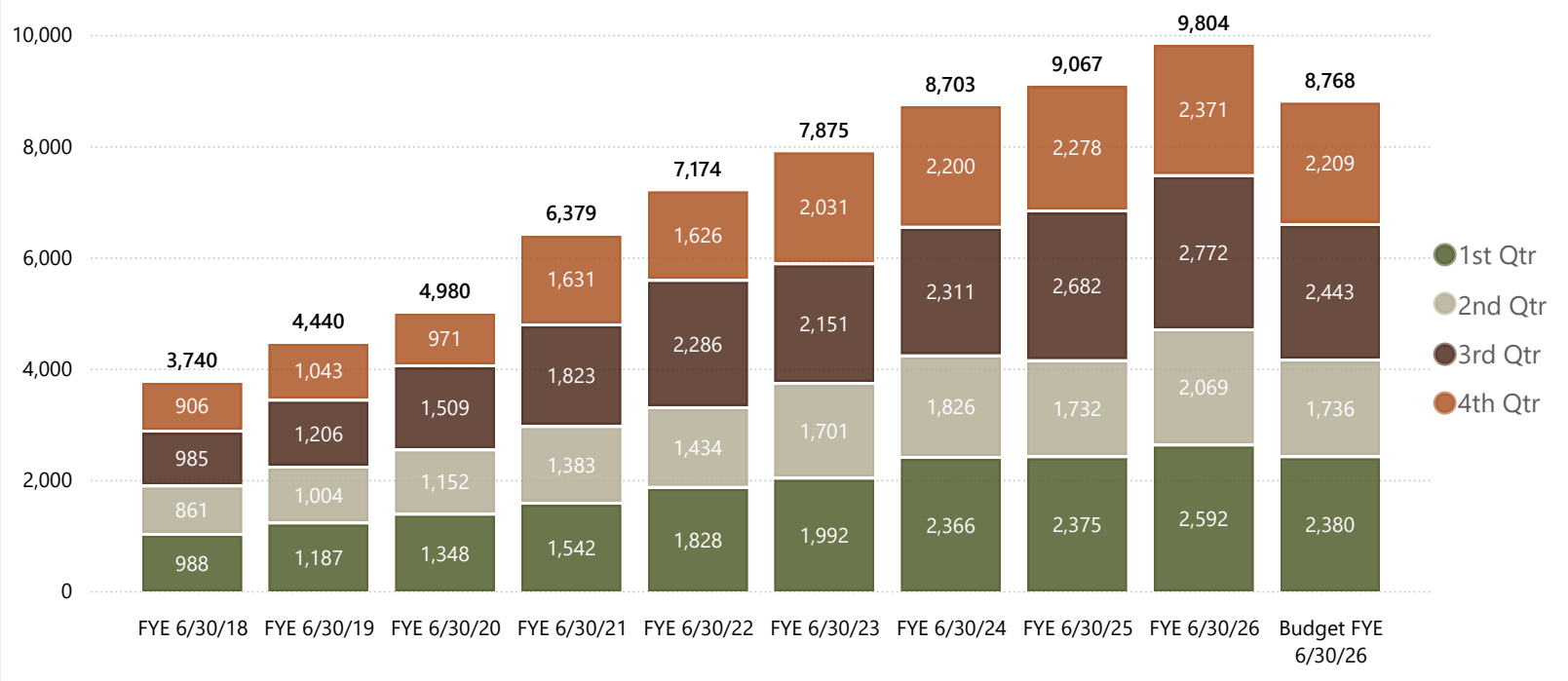
TOTAL TFH ULTRASOUND EXAMS



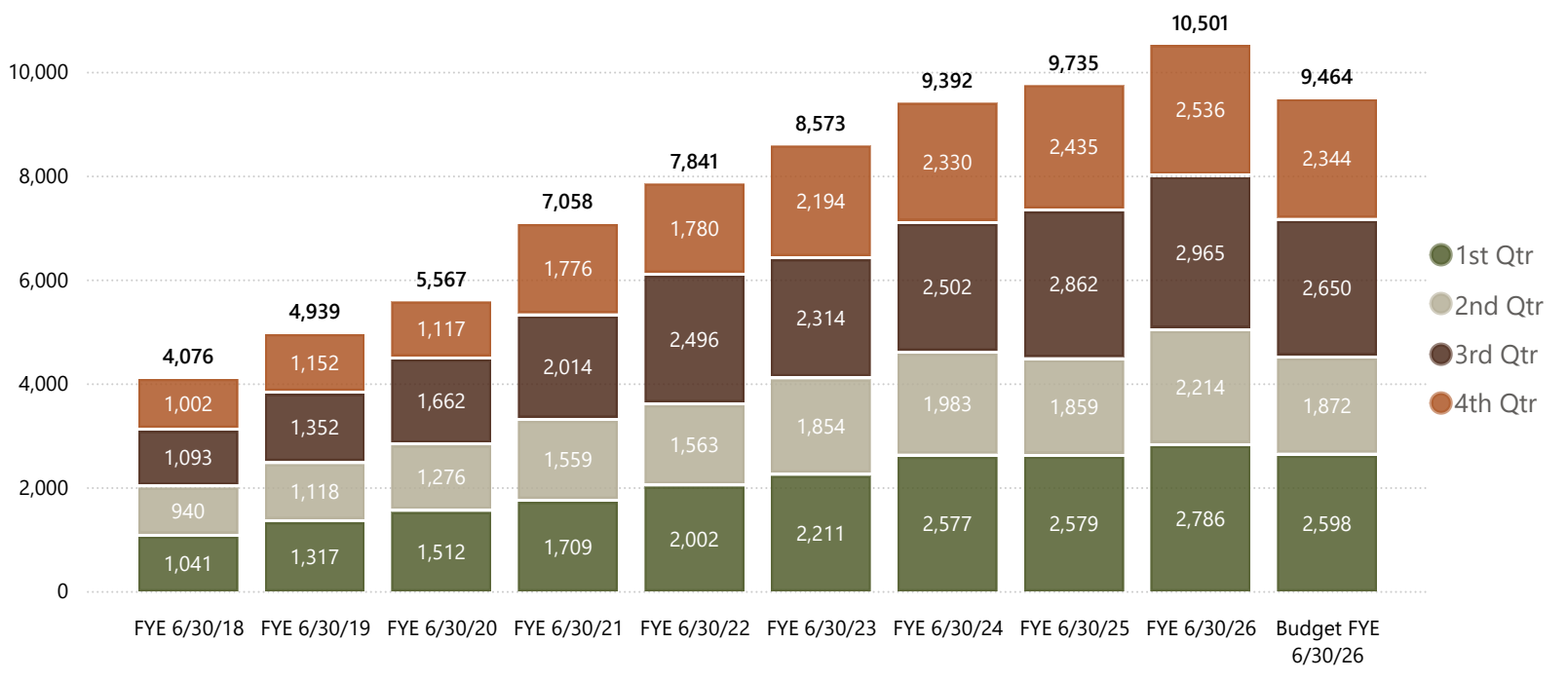
TOTAL TFH CT INPATIENT EXAMS



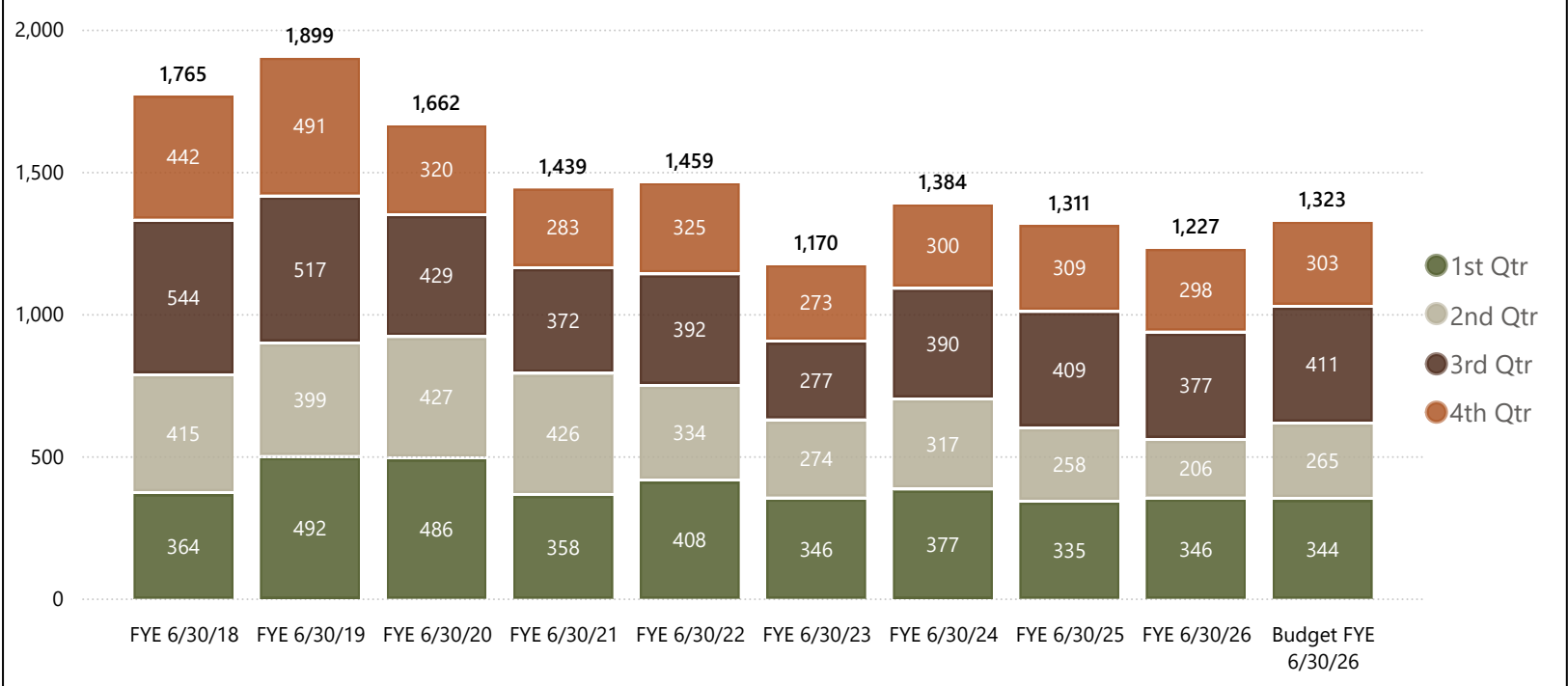
TOTAL TFH CT OUTPATIENT EXAMS



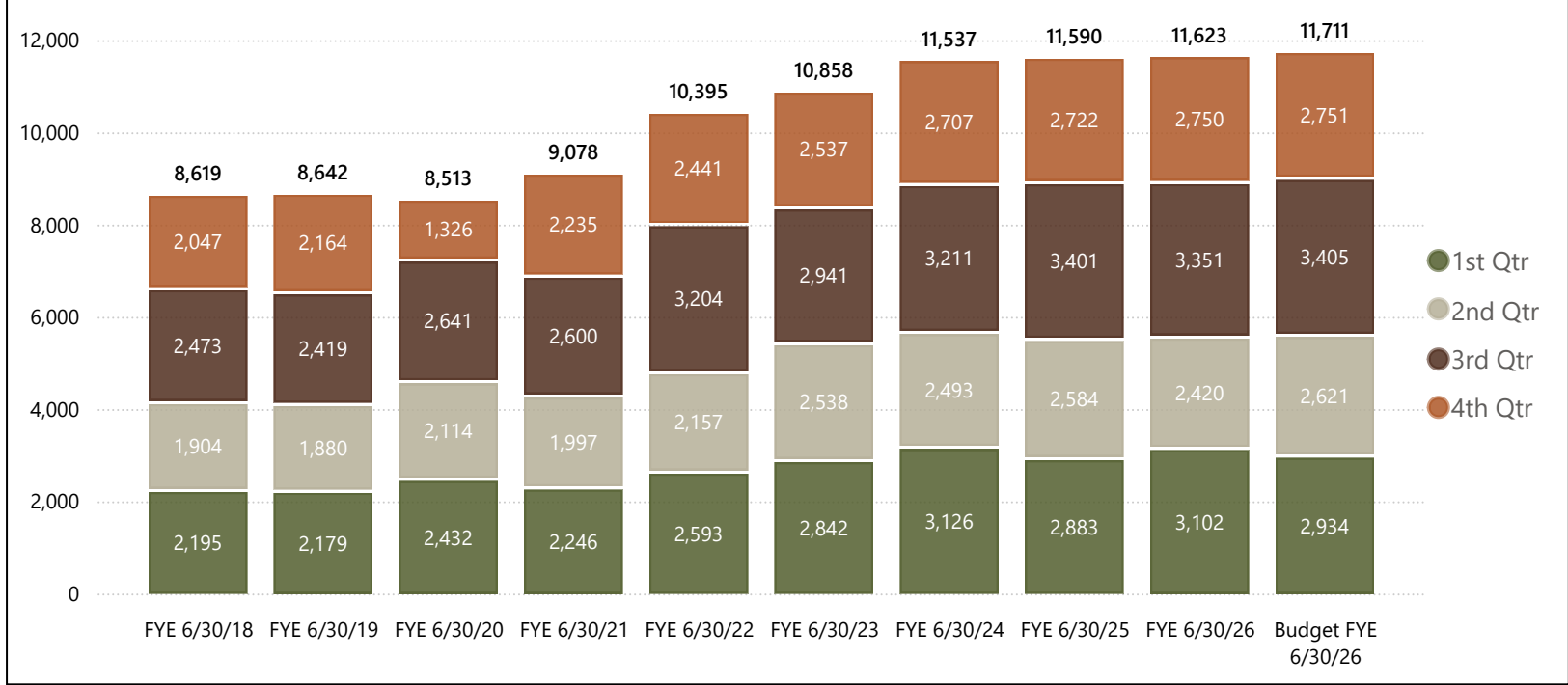
TOTAL TFH CT EXAMS



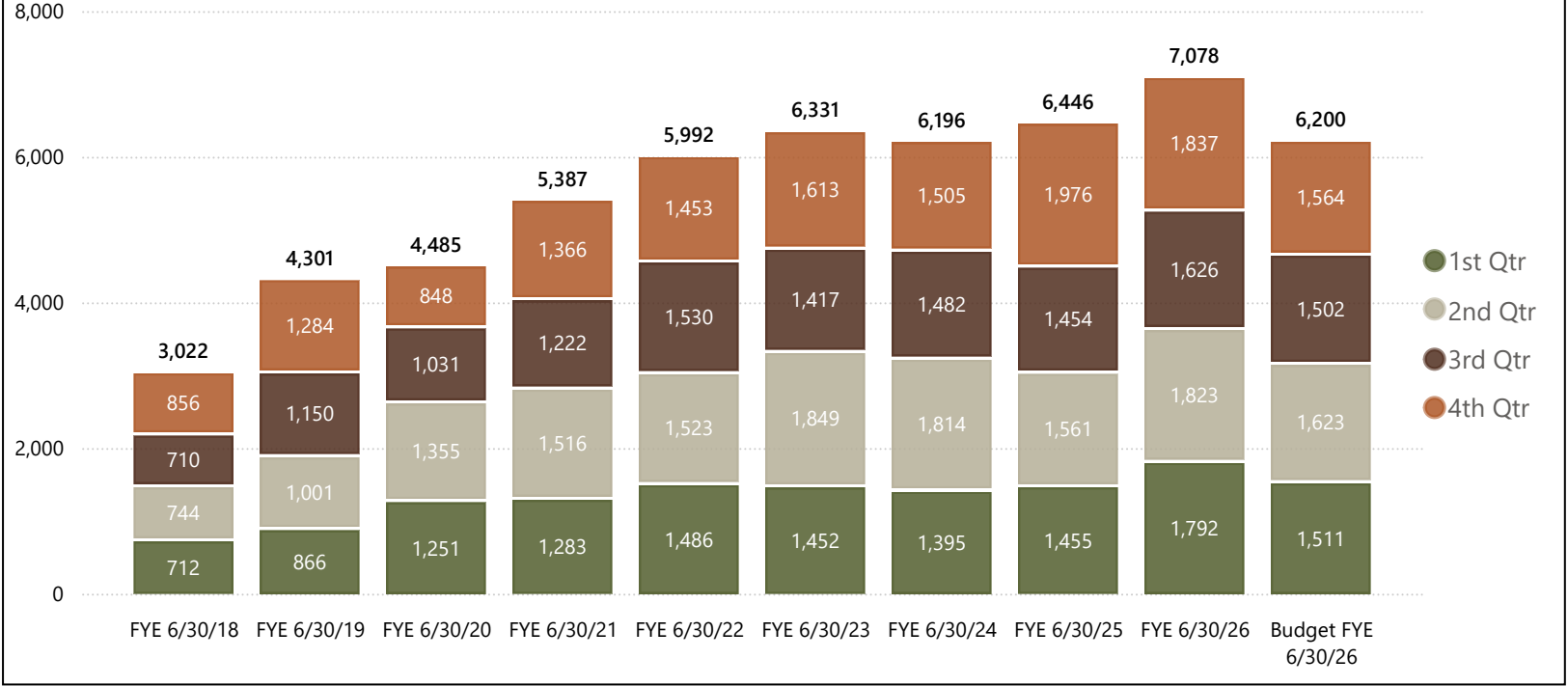
TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



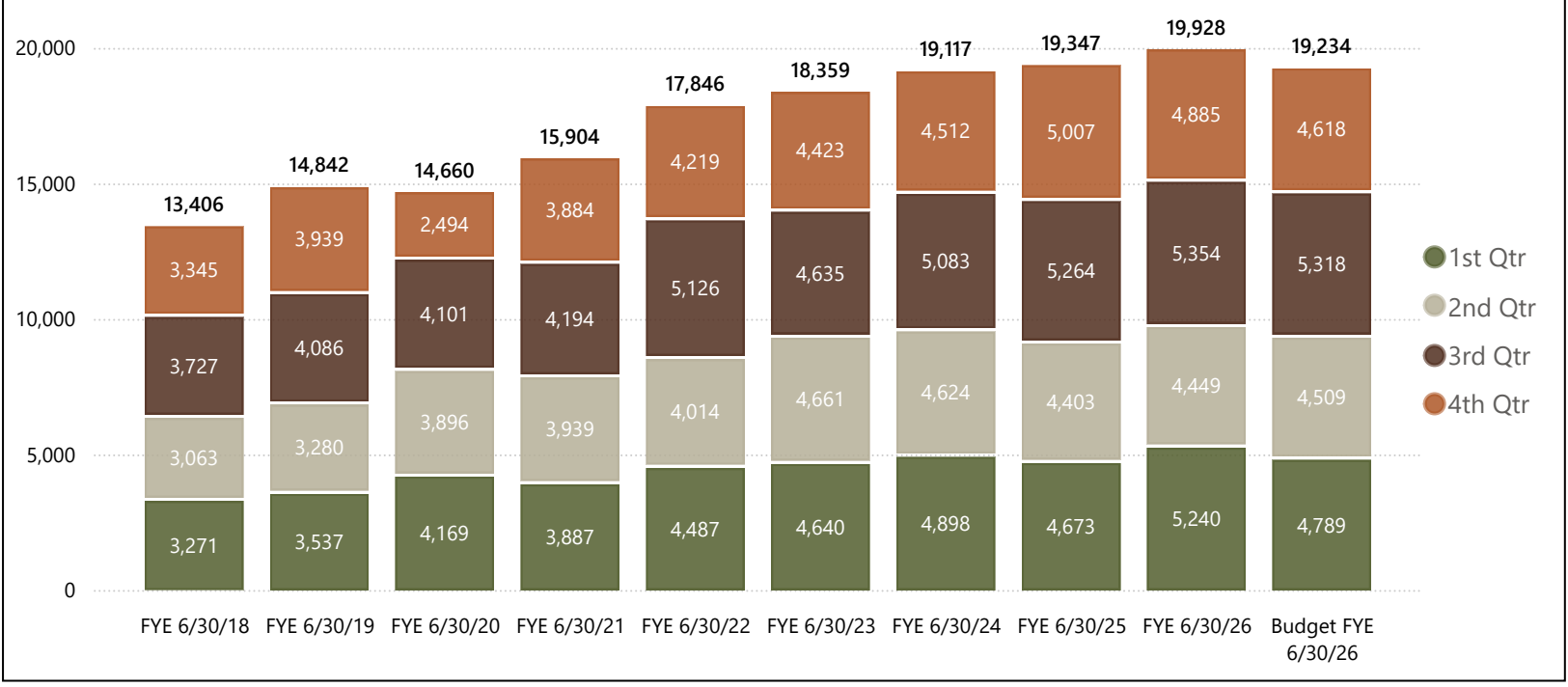
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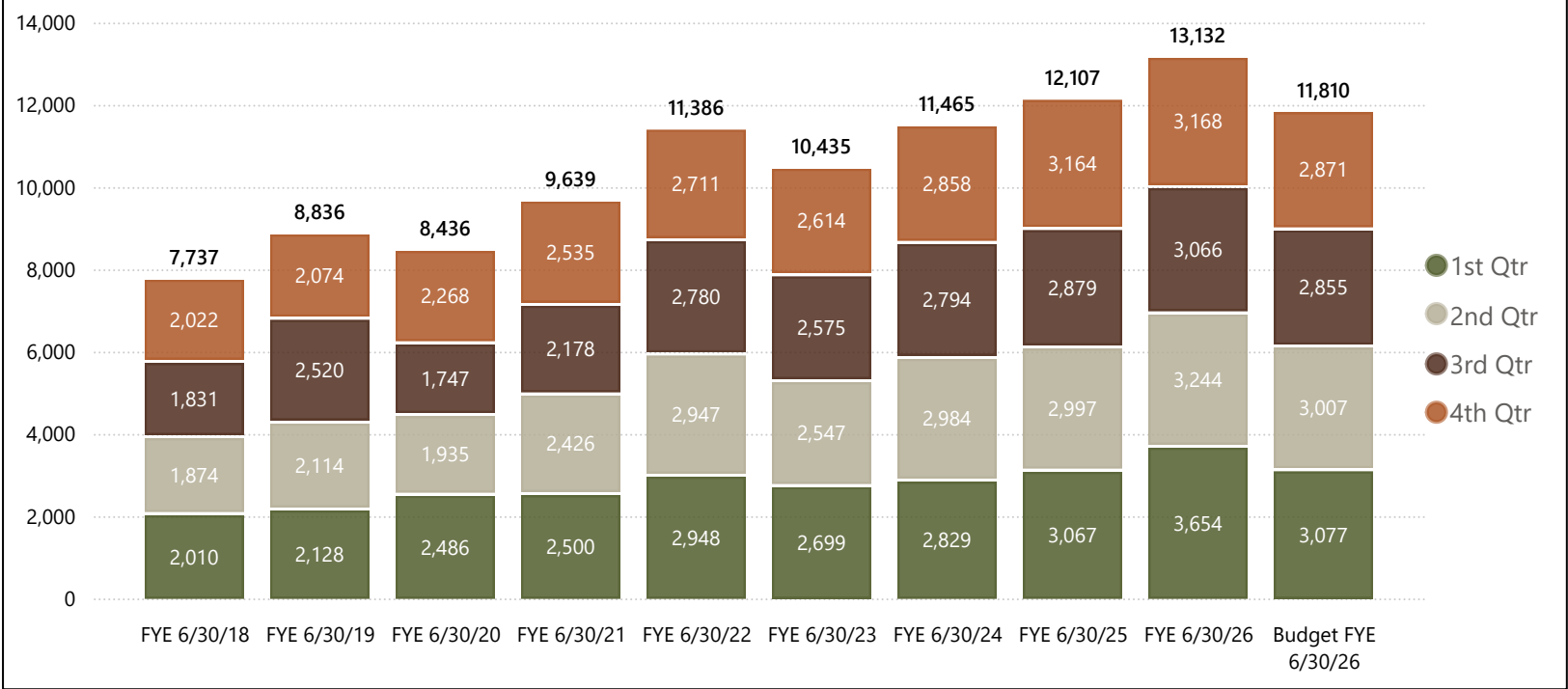
TOTAL TFH MAMMOGRAPHY EXAMS



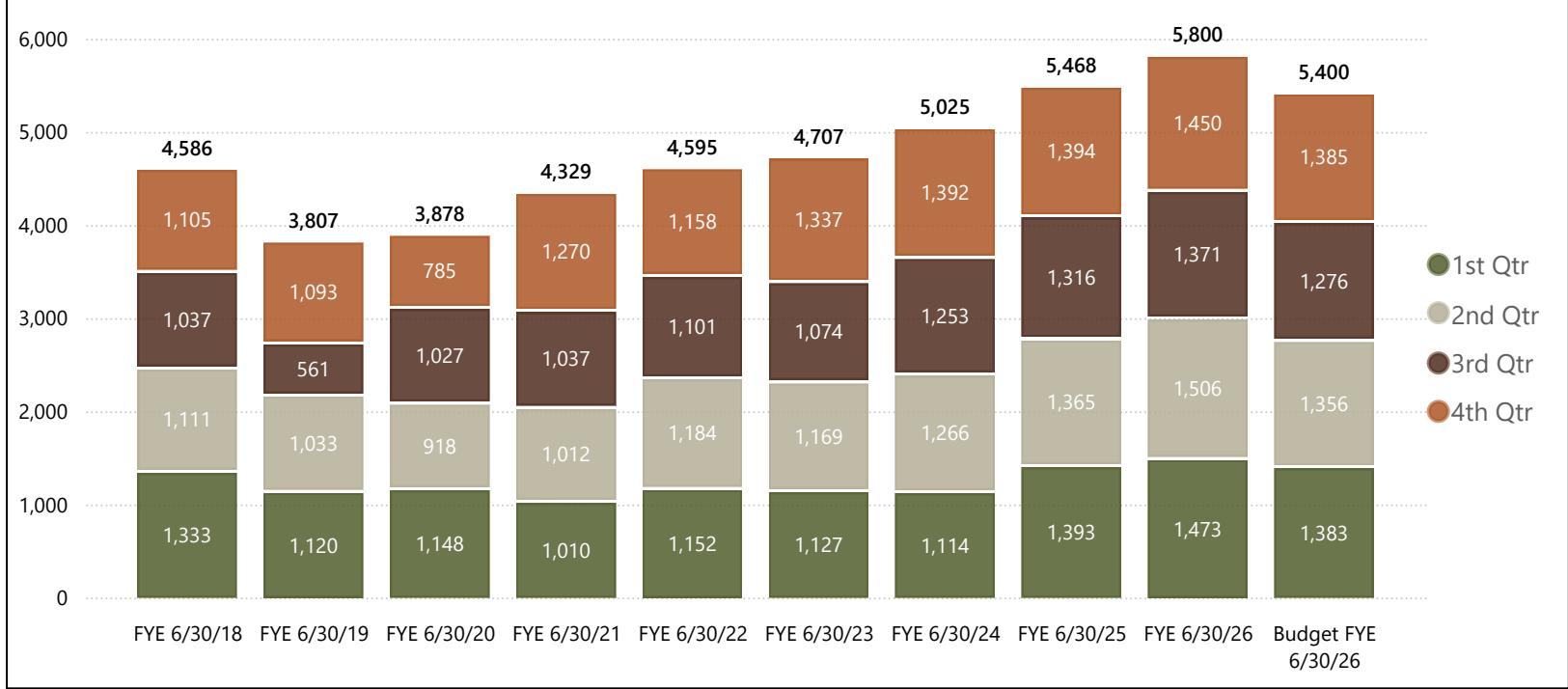
TOTAL TFH DIAGNOSTIC IMAGING EXAMS



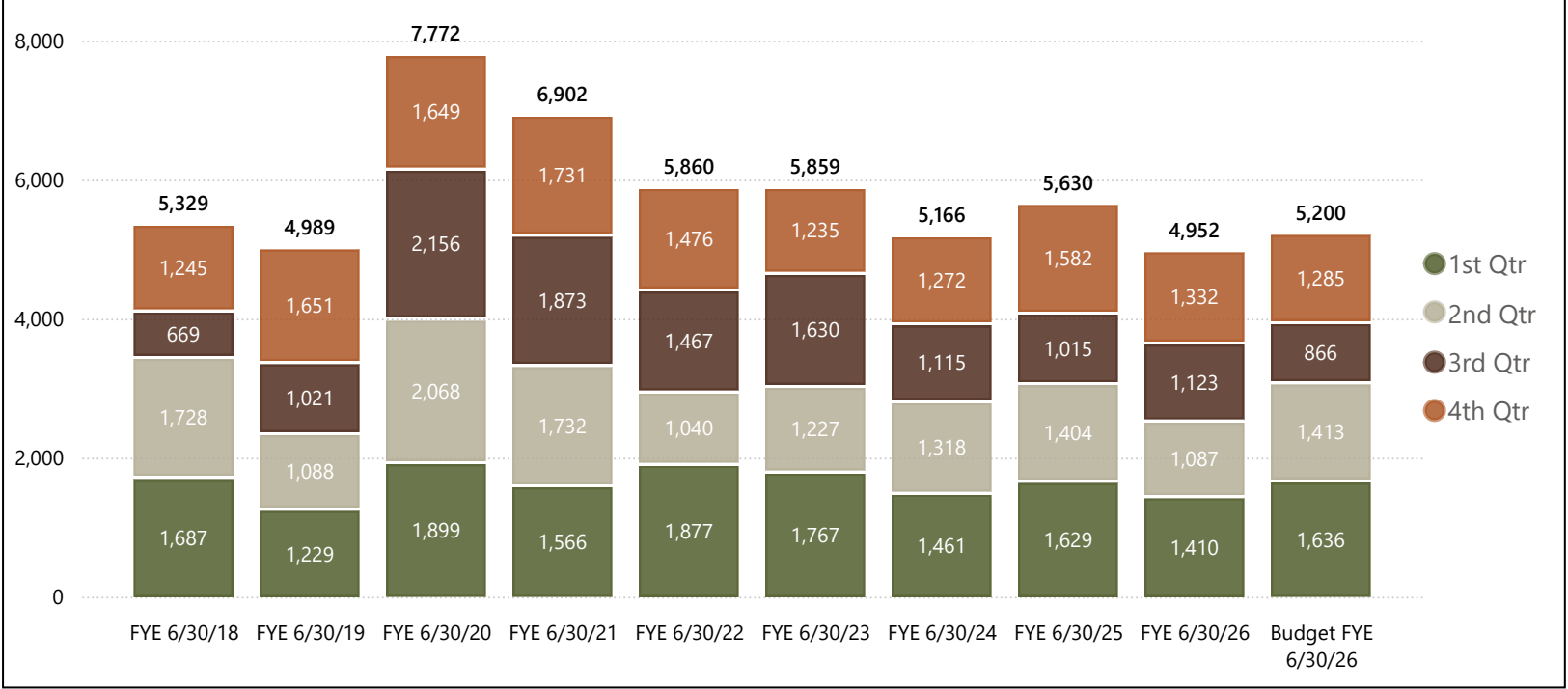
TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



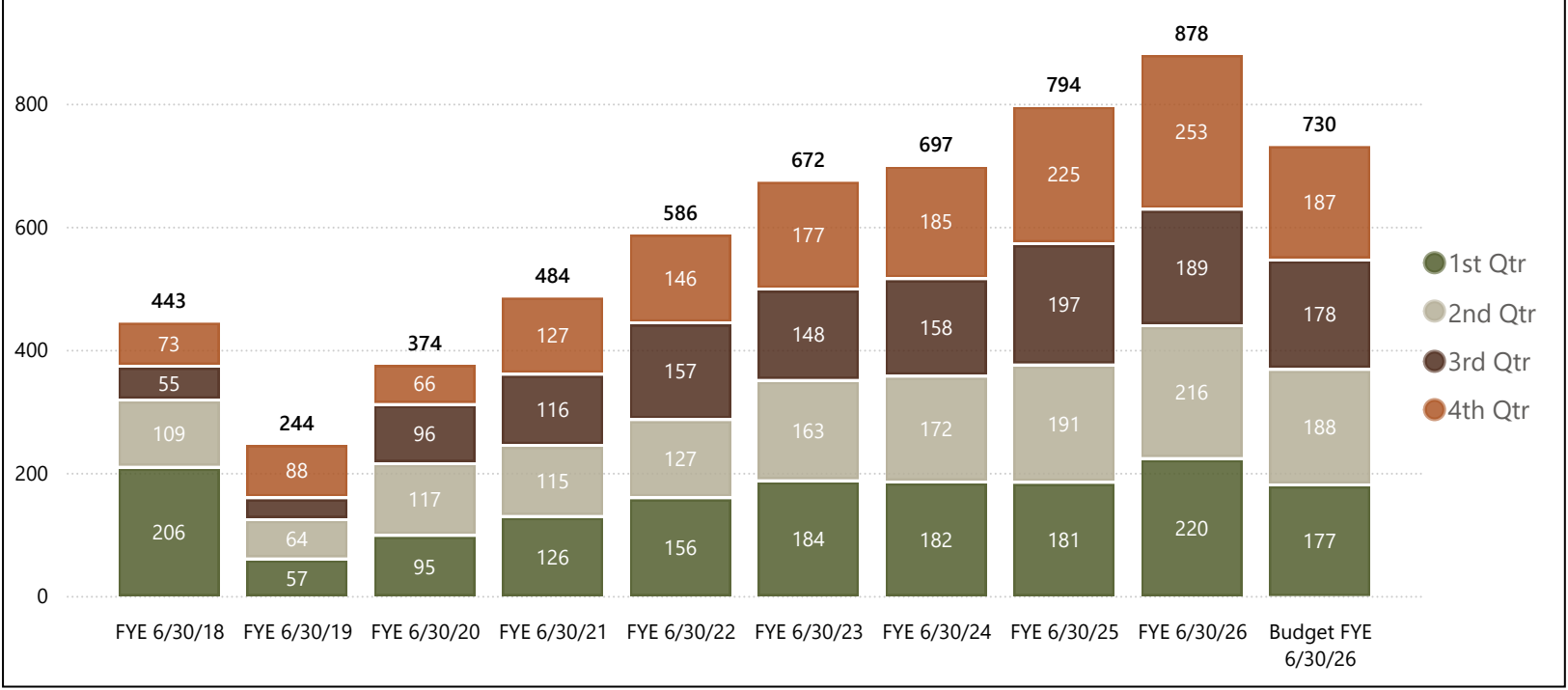
TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



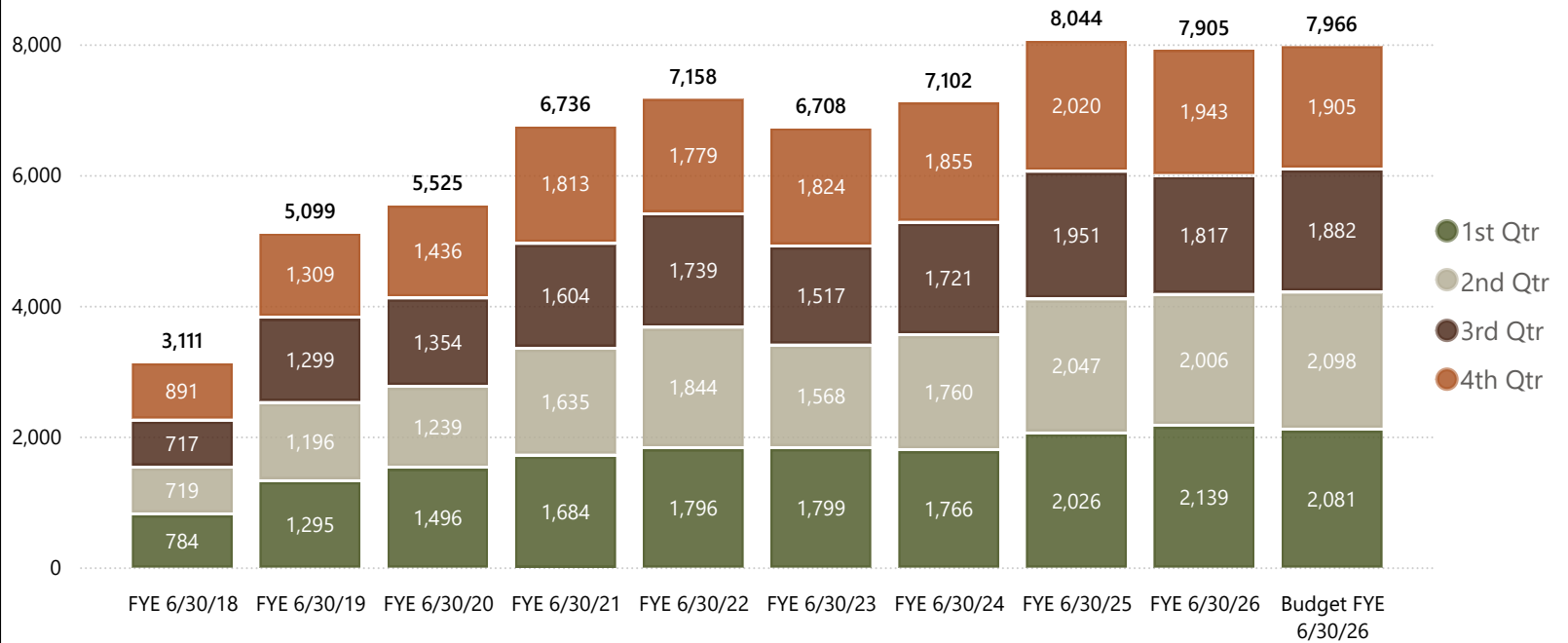
TOTAL TFH RADIATION ONCOLOGY PROCEDURES



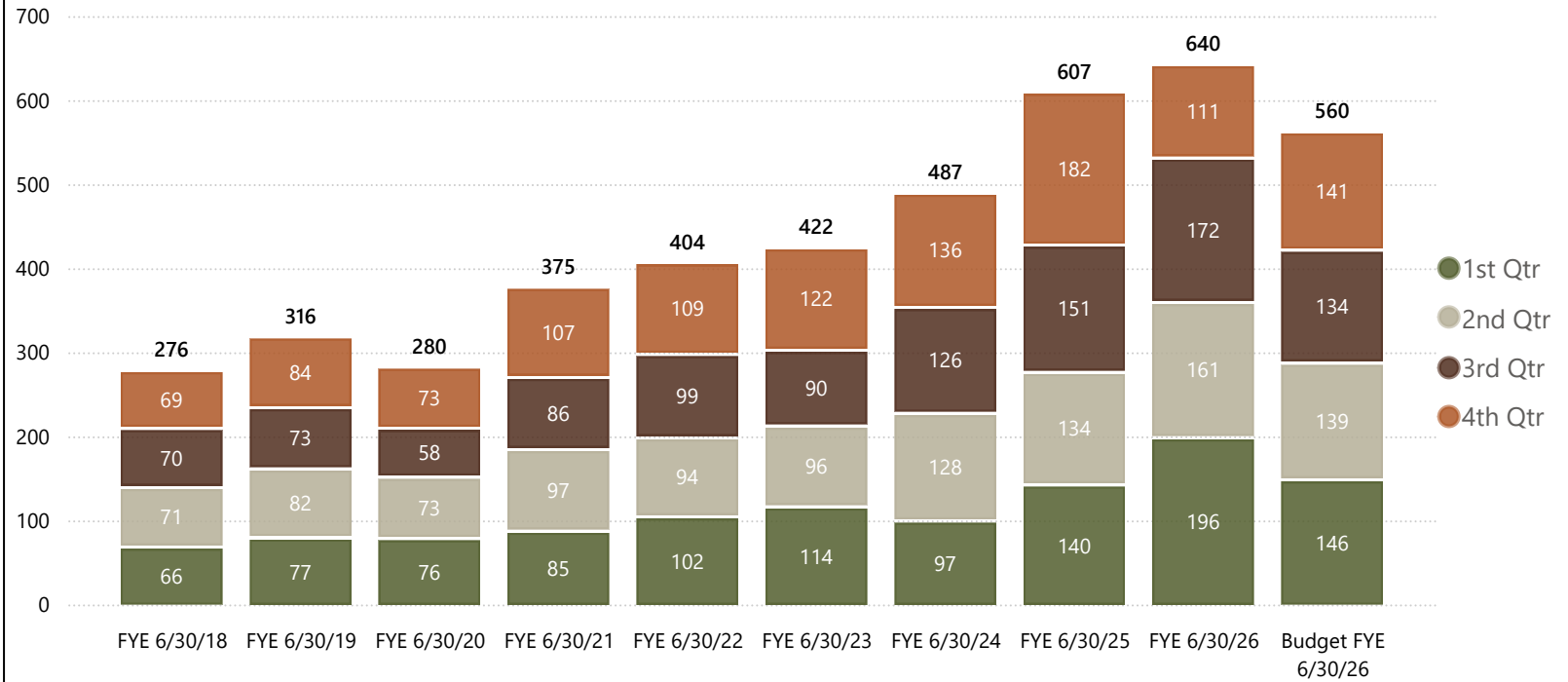
TOTAL TFH MSC RADIATION ONCOLOGY VISITS



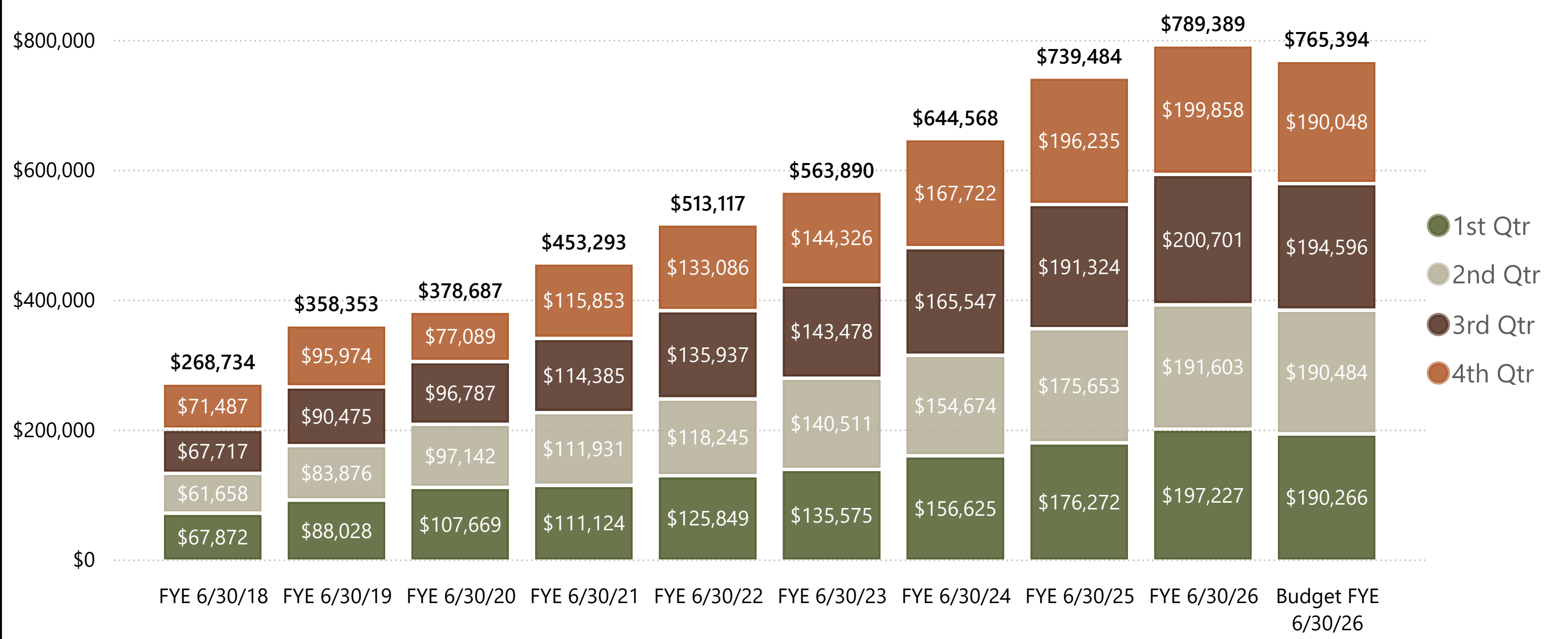
TOTAL TFH ONCOLOGY LABORATORY TESTS



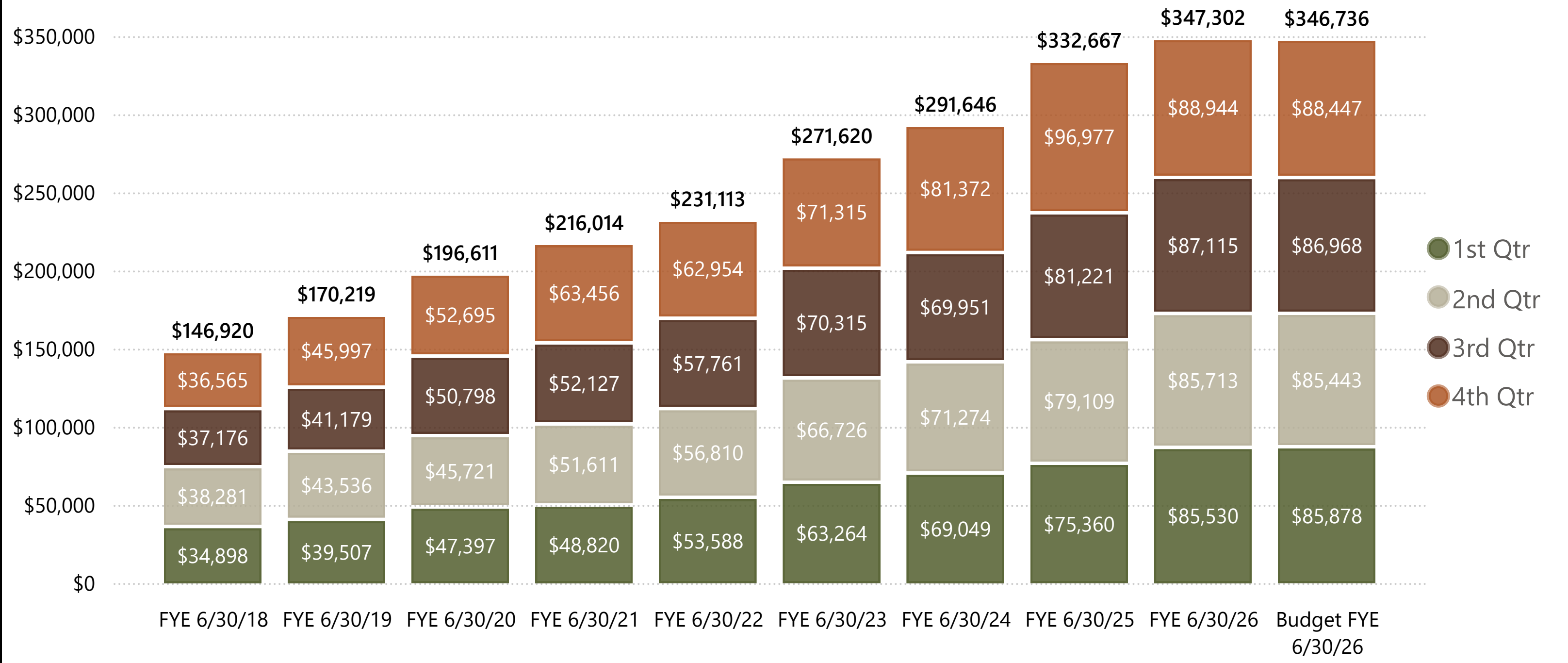
TOTAL TFH PET CT EXAMS



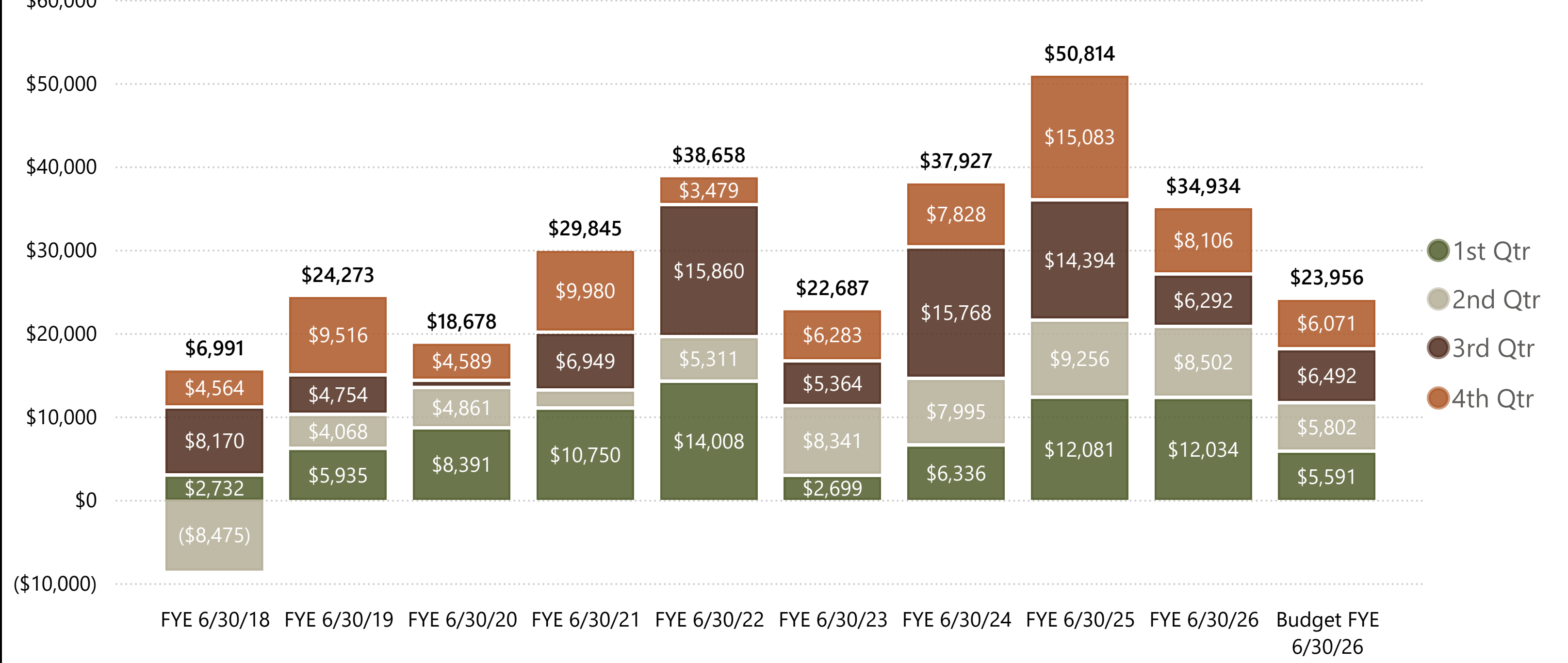
TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL OPERATING EXPENSES (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT NET INCOME/(LOSS) (In Thousands)





AGENDA ITEM COVER SHEET

MEETING DATE: July 23, 2026	ITEM: 14.3. Executive Report July 2026
DEPARTMENT: Administration	TYPE OF AGENDA ITEM: ☐ Action ☒ Consent ☐ Discussion
RESPONSIBLE PARTY: Administration	SUPPORTIVE DOCUMENT ATTACHED ☐ Agreement ☐ Presentation ☐ Resolution ☒ Other Executive Updates
BUDGET: ALLOCATED IN THE BUDGET ☐ Yes ☐ No ☒ N/A IS A BUDGET TRANSFER REQUIRED ☐ Yes ☐ No ☒ N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED ☐ Yes ☐ No ☒ N/A
BACKGROUND: Monthly Executive Board Report	
SUMMARY/OBJECTIVES: Objective: Executive Report to review key strengths and opportunities across True North Aims: Health Within Reach, Community Guided, and Transformation.	
SUGGESTED DISCUSSION POINTS: Health Within Reach – Primary Care Expansion, Nevada's Workforce Recruitment & Rural Access Program, American Heart Association's 2026 Get With The Guidelines® Stroke Rural Gold Award Community Guided – Navigation Center and Community Engagement. Transformation – Construction continues, Women & Family team continues to advance evidence-based maternity care.	
SUGGESTED MOTION/ALTERNATIVES: Move to approve the consent agenda as presented. (includes all consent items) Alternative: pull item from consent agenda for further discussion under Item 16 on the Board Agenda. After discussion, request a motion to approve the Executive Report as presented.	
LIST OF ATTACHMENTS: Executive Board Report – July 2026 Individual Board Reports hyperlinked in Appendix	



Executive Board Report July 2026

By:

Anna M. Roth, RN, MSN, MPH – President & CEO

Executive Summary

July reflected steady progress across the True North aims. Key accomplishments during the reporting period included expanding primary care access, advancing innovative care delivery models, strengthening workforce recruitment efforts, and investing in the people, facilities, and partnerships that support the health system's long-term strategy.

Health Within Reach

Access, choice, lower cost & convenience

Key Updates

- Tahoe Forest Health System continues to expand primary care access through a new Tahoe City clinic, the addition of four new primary care clinicians, and planning for telehealth services, extended clinic hours, and a mobile health clinic targeted to launch in Spring 2027.
- Implementation of the UC Davis Tele-Critical Care Program remains on track for an October 2026 launch, expanding access to specialized critical care expertise while helping patients receive advanced care closer to home.
- Incline Village Community Hospital received approximately \$1.5 million through Nevada's Workforce Recruitment & Rural Access Program to support physician

recruitment and retention, including the addition of two primary care providers serving the North Lake Tahoe community.

- Tahoe Forest Hospital earned the American Heart Association's 2026 Get With The Guidelines® Stroke Rural Gold Award, recognizing continued excellence in delivering evidence-based stroke care for rural communities.

Community Guided

Sustain world-class care shaped by community

Key Updates

- The Navigation Center continues to provide critical support for individuals experiencing housing instability, serving 85 guests with a combined bed utilization rate of 94%. During the reporting period, the program also celebrated its first successful transition of a resident into permanent housing.
- Volunteer Services continues to strengthen community engagement and support the future healthcare workforce through the expansion of the No One Dies Alone program, healthcare career exploration opportunities, and expanded student job shadow experiences across the health system.

Transformation

Accountability, alignment & stronger governance

Key Updates

- Construction continues to advance across several strategic capital projects, including Gateway West, the North Shore Clinic, and the Incline Village Community Hospital Surgery Expansion, supporting future access to care across the region.
- The Women & Family team continues to advance evidence-based maternity care through its Trial of Labor After Cesarean (TOLAC) program, 15 babies were successfully delivered vaginally after prior cesarean (VBAC).

Appendix

[CCOF Board Report – July 2026](#)

[CMO Board Report – July 2026](#)

[CNO Board Report – July 2026](#)

[COO Board Report – July 2026](#)

[ED Com & Gov Relations Board Report – July 2026](#)



AGENDA ITEM COVER SHEET

MEETING DATE: July 23, 2025	ITEM: ABD & AGOV Policies/Procedures
DEPARTMENT: Administration	TYPE OF AGENDA ITEM: ☐ Action ☒ Consent ☐ Discussion
RESPONSIBLE PARTY: Anna Roth, President & CEO Sarah Jackson, Clerk of the Board	SUPPORTIVE DOCUMENT ATTACHED ☐ Agreement ☐ Presentation ☐ Resolution ☒ Other Policies & Procedures
BUDGET: ALLOCATED IN THE BUDGET ☐ Yes ☐ No ☒ N/A IS A BUDGET TRANSFER REQUIRED ☐ Yes ☐ No ☒ N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED ☐ Yes ☐ No ☒ N/A
BACKGROUND: Administrative and departmental operating policies and procedures must be reviewed <i>at least once every three years</i> , more often as necessary. ABD - Board P&P's describes the role, organization, integration and responsibilities of the Governing Bodies within the organization including, Board Members and Administration, guiding consistent corporate behavior and decision making in alignment with the Mission and Values of TFHS. AGOV - Governance P&P's describe the services provided and basic principles that direct the provision of care at all levels within the organization.	
SUMMARY/OBJECTIVES: <u>Policies/Procedures – No Changes</u> • Emergency On-Call, ABD-10 – was reviewed by the Director of Quality, Regulations & Oncology Services and the Chief Medical Officer. After review, it was found that no changes need to be made to ABD-10 at this time. • A Culture of Safety, AGOV-01 – was reviewed by the Director of Quality & Regulations and the Director of Quality, Regulations & Oncology Services. After review, it was found that no changes need to be made to AGOV-01 at this time. <u>Policies/Procedures – Minor Changes</u> • Patient Identification and Arm Banding, AGOV-1801 - has been reviewed by Director of Patient Access, Nursing Clinical Practice Coordinator, Director of Nursing, Director of IVCH Operations.	

After review, it was found that one minor change needs to be made to include a new arm band color.

SUGGESTED DISCUSSION POINTS:

Emergency On-Call, ABD-10 - details a list of emergency on-call physicians, who are required to come to the hospital and provide treatment, as necessary, to stabilize an individual with an emergency medical condition.

After review, it was found that no changes need to be made to ABD-10 at this time.

A Culture of Safety, AGOV-01 - describes that without a focus and commitment on a culture of safety, we could inadvertently have medical errors, which may result in patient harm, poor quality of care, and negative outcomes.

After review, it was found that no changes need to be made to AGOV-01 at this time.

Patient Identification and Arm Banding, AGOV-1801 - describes that guidance to staff to properly identify and arm band a patient is necessary to ensure that appropriate identification (ID) armbands are placed on patients following a standardized process, and to ensure the accuracy of patient identification when providing care, treatment, and services.

After review, it was found that one minor change needs to be made to include a new arm band color.

SUGGESTED MOTION/ALTERNATIVES:

Move to approve the ABD and AGOV policies listed on the consent agenda as presented. (includes all consent items)

Alternative: Pull individual policy from consent for further discussion under section 16.

LIST OF ATTACHMENTS:

- Spreadsheet of policies sent for approval.

Title	Department	Last Approved	Last Revised	Next Review	Comments
Emergency On-Call, ABD-10	Board - ABD	8/28/2025	8/28/2025	7/23/2027	reviewed - no changes recommended by both: Director of Quality, Regulations & Oncology Services and CMO.
A Culture of Safety, AGOV-01	Governance - AGOV	8/23/2023	8/23/2023	8/22/2026	No Changes. Reviewed by Director Quality and Regulations and the Executive Director of Quality, Regulations, and Oncology Services
Patient Identification and Arm Banding, AGOV-1801	Governance - AGOV	8/1/2023	2/14/2018	7/31/2026	Special Instructions / Definitions: Added Informational Armband color - "Pink: Limb Alert"



AGENDA ITEM COVER SHEET

MEETING DATE: July 23, 2026	ITEM: 14.5 FY 2026 Service Excellence Executive Summary (July 2025 – June 2026)
DEPARTMENT: Q&R	TYPE OF AGENDA ITEM: ☐ Action ☒ Consent ☐ Discussion
RESPONSIBLE PARTY: Erin Madewell, MSN, RN, CPHQ Director of Quality & Regulations	SUPPORTIVE DOCUMENT ATTACHED ☐ Agreement ☒ Presentation (if requested) ☐ Resolution ☒ Other: Executive Summary
BUDGET: ALLOCATED IN THE BUDGET ☐ Yes ☐ No ☐ N/A IS A BUDGET TRANSFER REQUIRED ☐ Yes ☐ No ☐ N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED ☐ Yes ☐ No ☐ N/A
BACKGROUND: Tahoe Forest Health System (TFHS) measures its progress towards our vision in part by surveying our patient's satisfaction. We currently survey ten services lines in the district including Inpatient Units, Outpatient Services, Outpatient Rehab Services, Outpatient Oncology, Ambulatory Surgery, Emergency Department, Multispecialty Clinics, Outpatient Rehab, Home Health and Hospice, and the Incline Village Community Hospital Emergency Department. Tahoe Forest Hospital surveys a portion of its inpatients, in compliance with Centers for Medicare/Medicaid (CMS) requirements, through administration of HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) surveys.	
SUMMARY/OBJECTIVES: This annual Service Excellence Report summarizes patient experience performance across Tahoe Forest Health System for Fiscal Year 2026 and demonstrates continued excellence in patient satisfaction across inpatient, outpatient, emergency, surgical, oncology, rehabilitation, home health, and hospice services. Systemwide performance remained above organizational goals, with many service lines achieving top national percentile rankings and strong benchmark comparisons against peer rural and mountain community hospitals. HCAHPS measures for hospital recommendation and overall hospital rating remained exceptionally strong, reflecting sustained patient confidence in the quality of care provided. Key improvement initiatives included strengthening communication regarding service delays, expanding outpatient services, and increasing leadership visibility throughout the organization. Home Health and Hospice achieved outstanding patient satisfaction results, while emergency and specialty services continued to perform at high levels. Overall, the report reflects a strong culture of service excellence, ongoing performance improvement, and a continued commitment to delivering an exceptional patient and family experience throughout the health system.	
SUGGESTED DISCUSSION POINTS: N/A	

SUGGESTED MOTION/ALTERNATIVES:
Move to accept the Fiscal Year 2026 Service Excellence Executive Summary.
LIST OF ATTACHMENTS:
FY 2026 Service Excellence Executive Summary (July 2025-June 2026)
FY 2026 Service Excellence Report (July 2025 – June 2026)



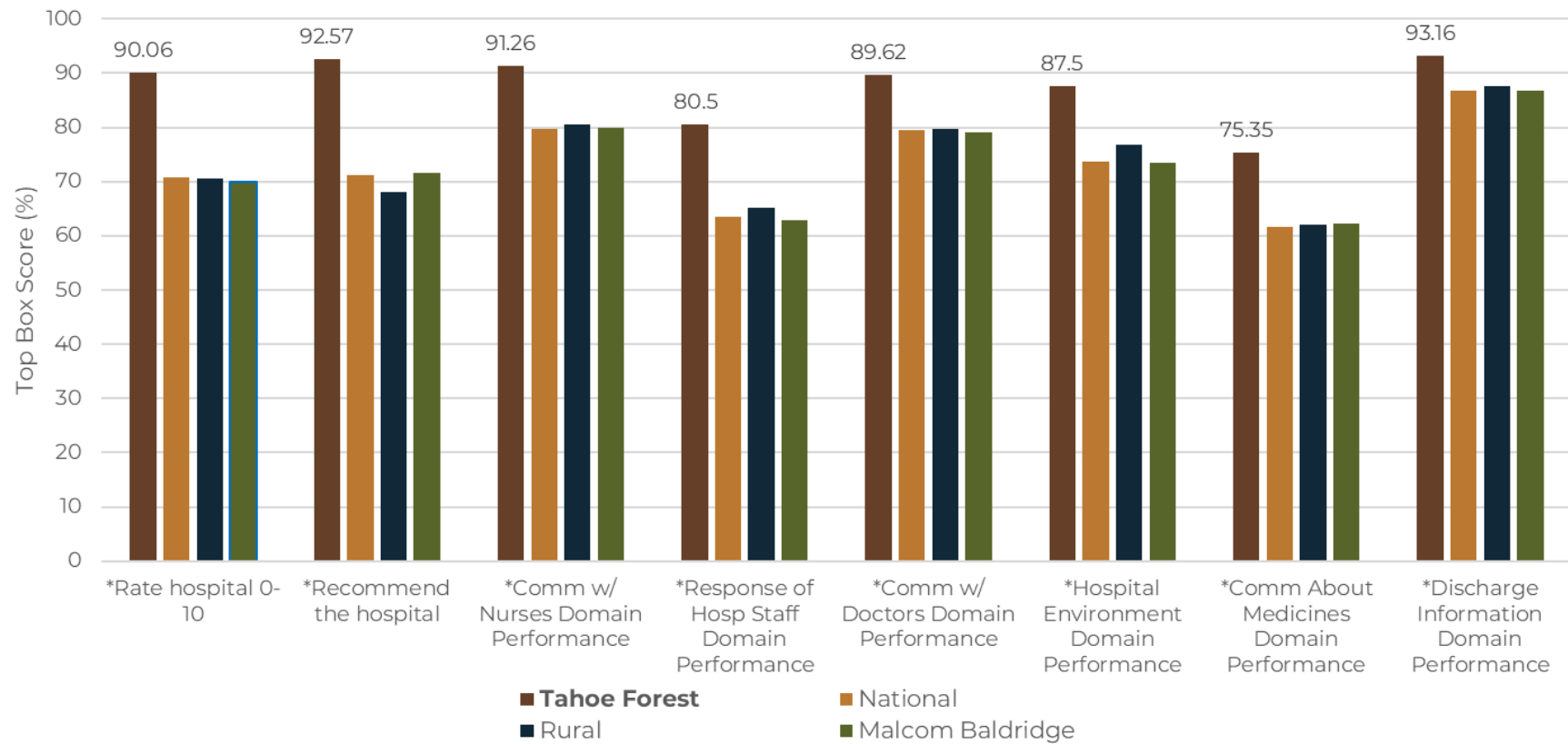
TAHOE FOREST
HEALTH SYSTEM

SERVICE EXCELLENCE REPORT FY2026

July 2025 – June 2026

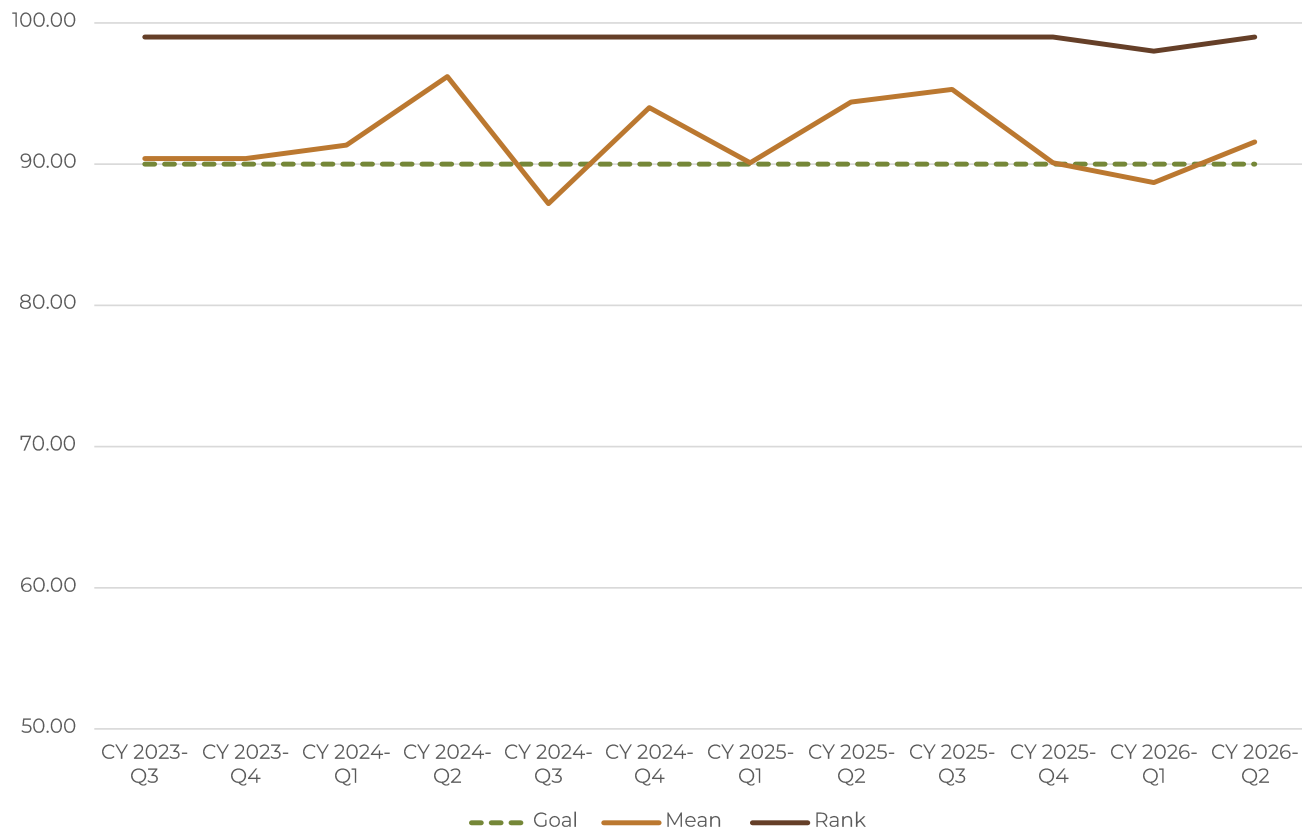
Erin Madewell | July 23, 2026

2025 HCAHPS Patient Ratings

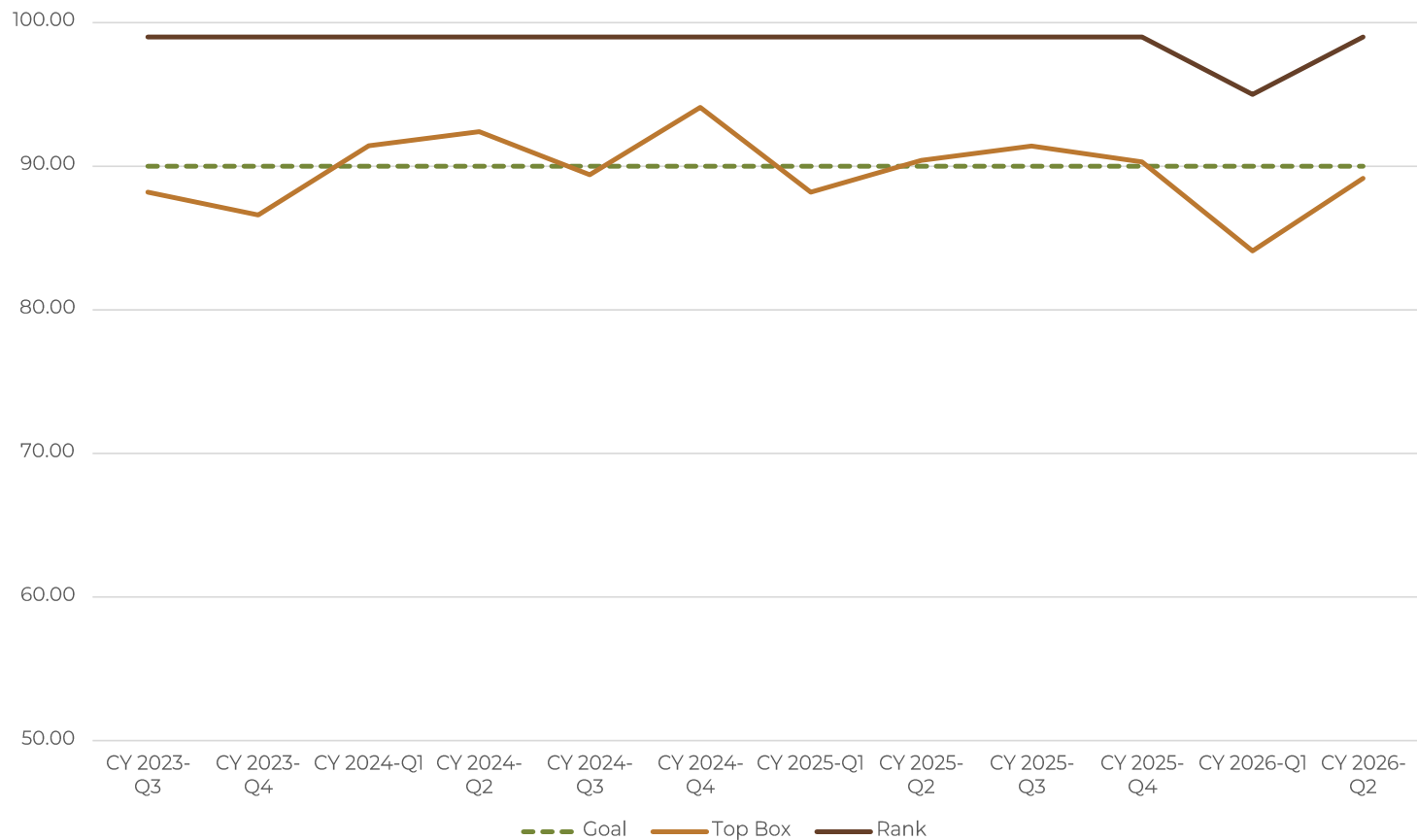


TFHD continues to be a top performer when compared to National, Rural and Malcom Baldrige facilities

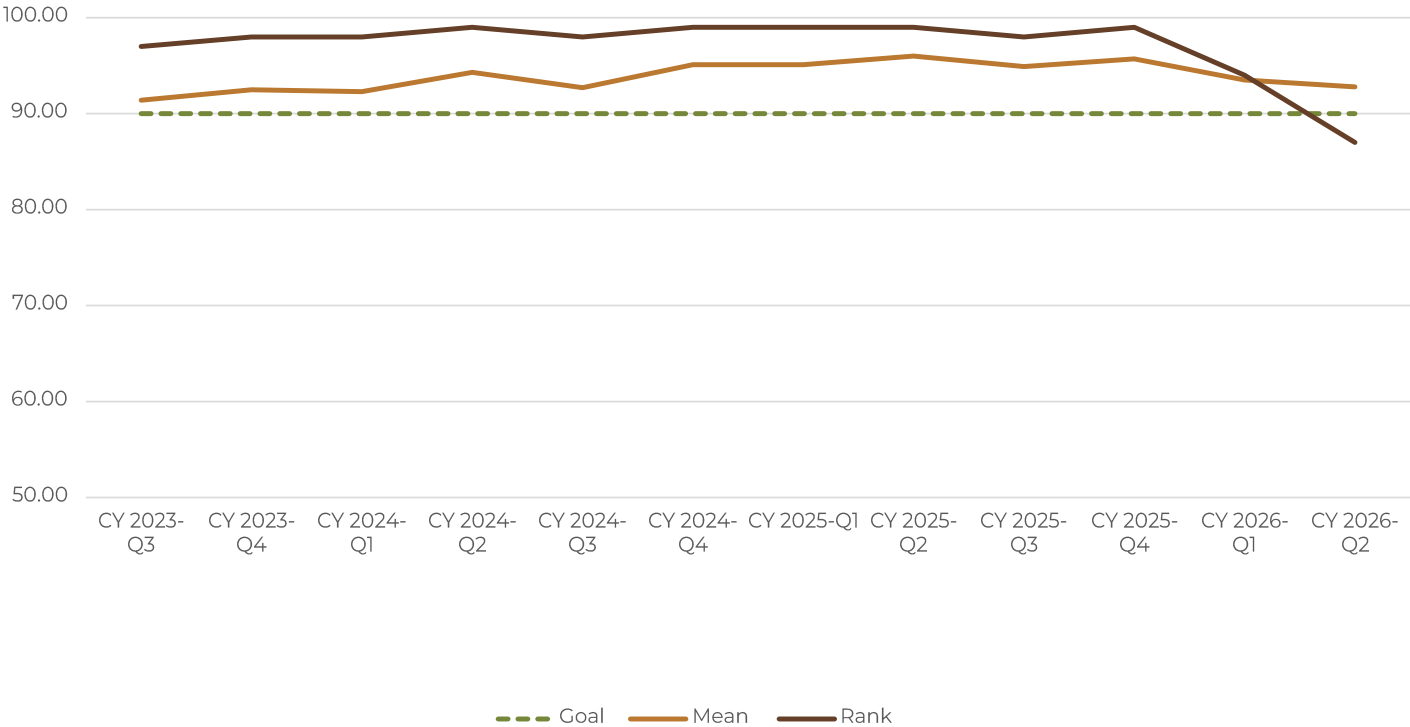
HCAHPS “Recommend this Hospital” Top Box and Percentile Rank



HCAHPS “Rate this Hospital a 9 or 10” Top Box and Percentile Rank



Inpatient TFH Overall Mean Score and Percentile Rank

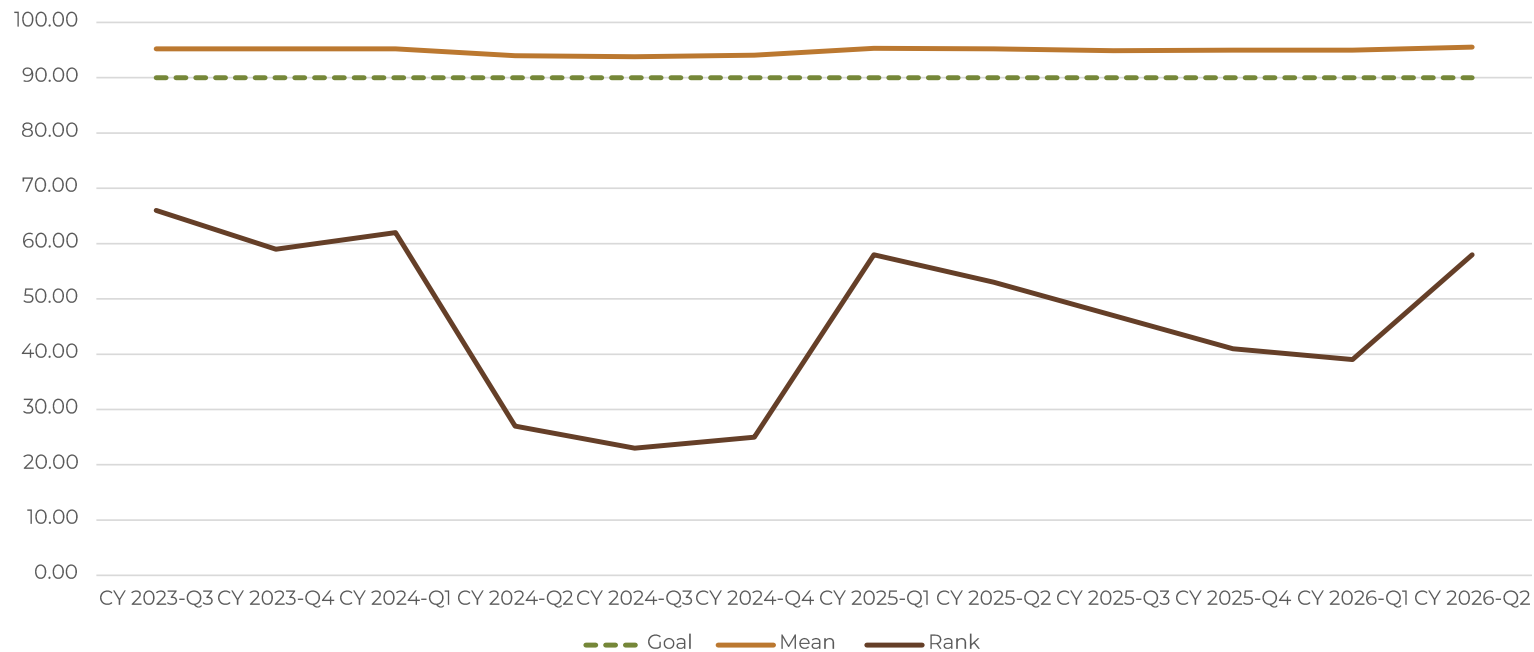


Process Improvement:

Incorporation of Patient Care Technician (PCT) Supervisor role to enhance responsiveness and assistance to patient needs (i.e., call light responsiveness, assistance toileting, etc)



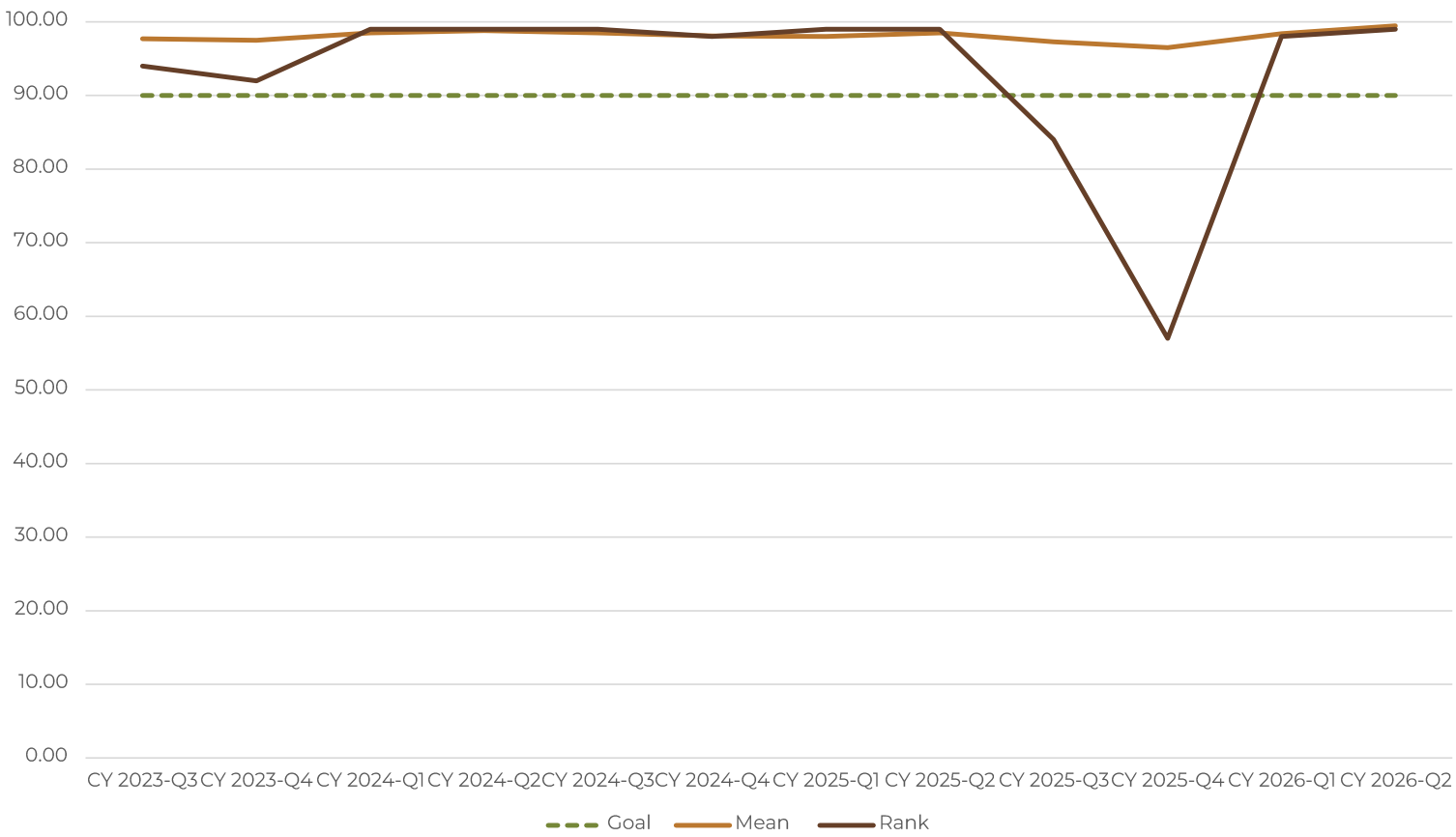
Outpatient TFH Overall Mean Score and Percentile Rank



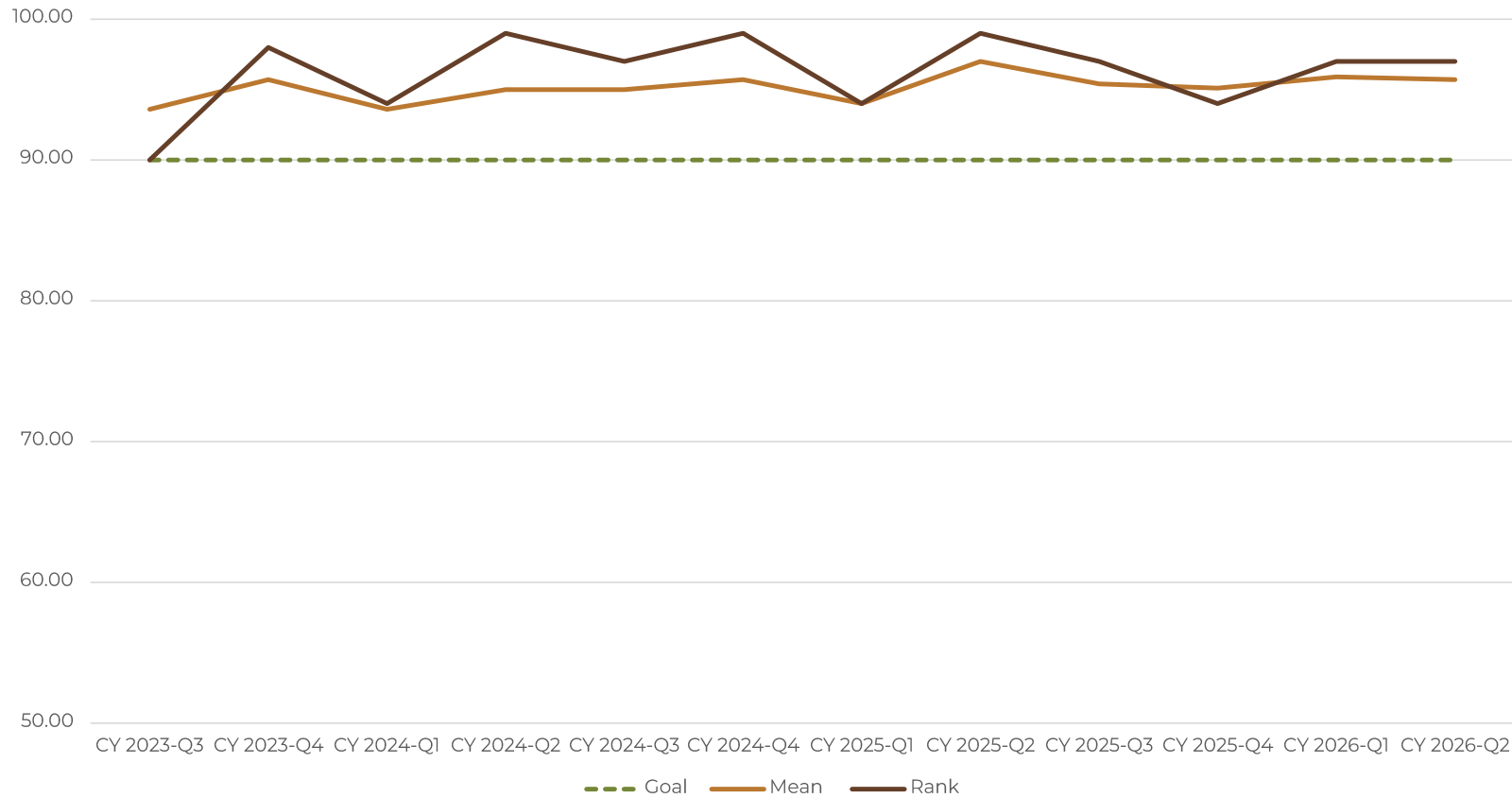
Process Improvement:

- Enhancing communication regarding potential service delays through Pet Assisted Therapy volunteer teams, outpatient lab expansion and regular on-site leadership
- Outpatient Improvement team continues to meet monthly to collaborate on improvement opportunities.

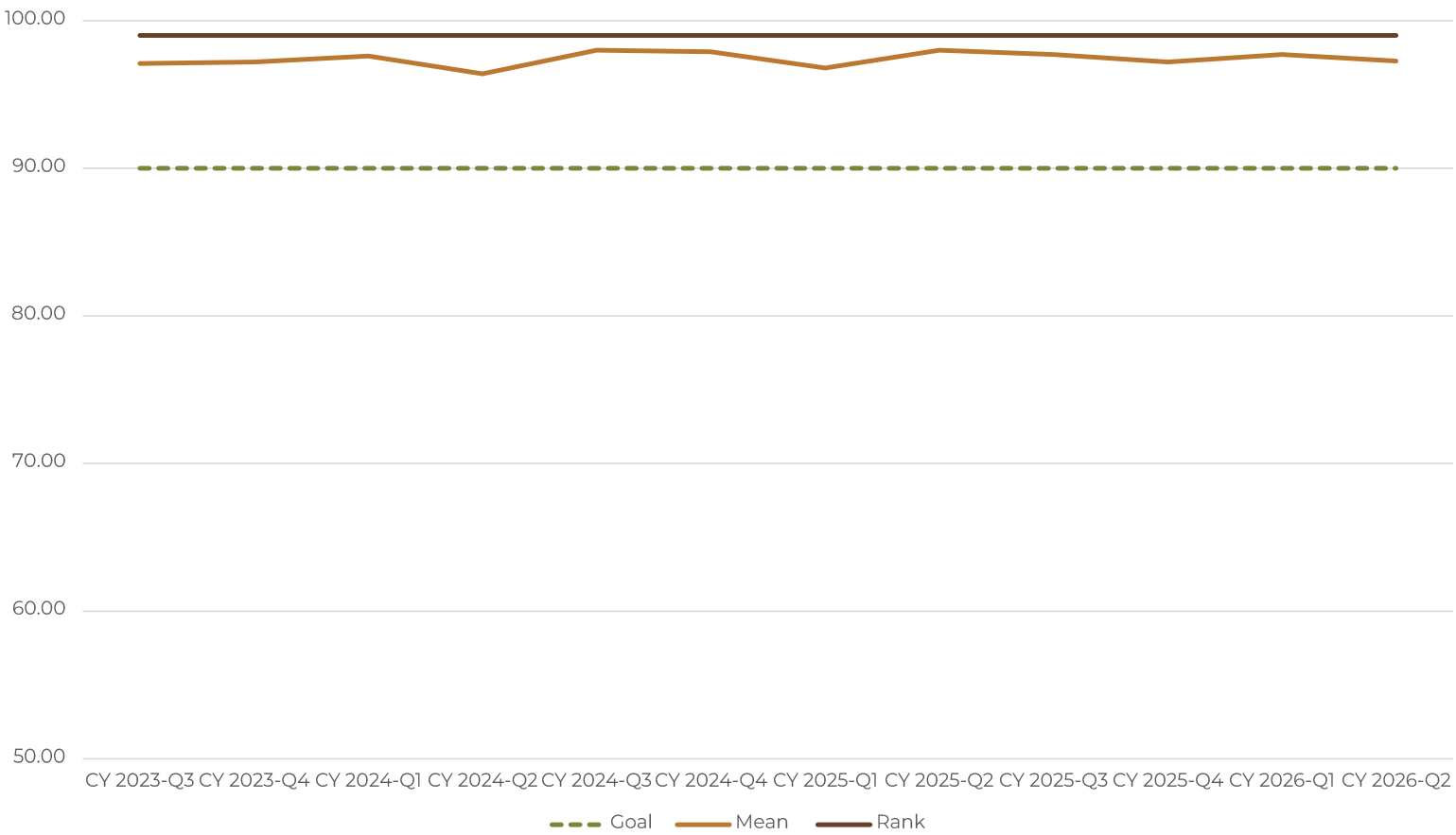
Ambulatory Surgery TFH Overall Mean Score and Percentile Rank



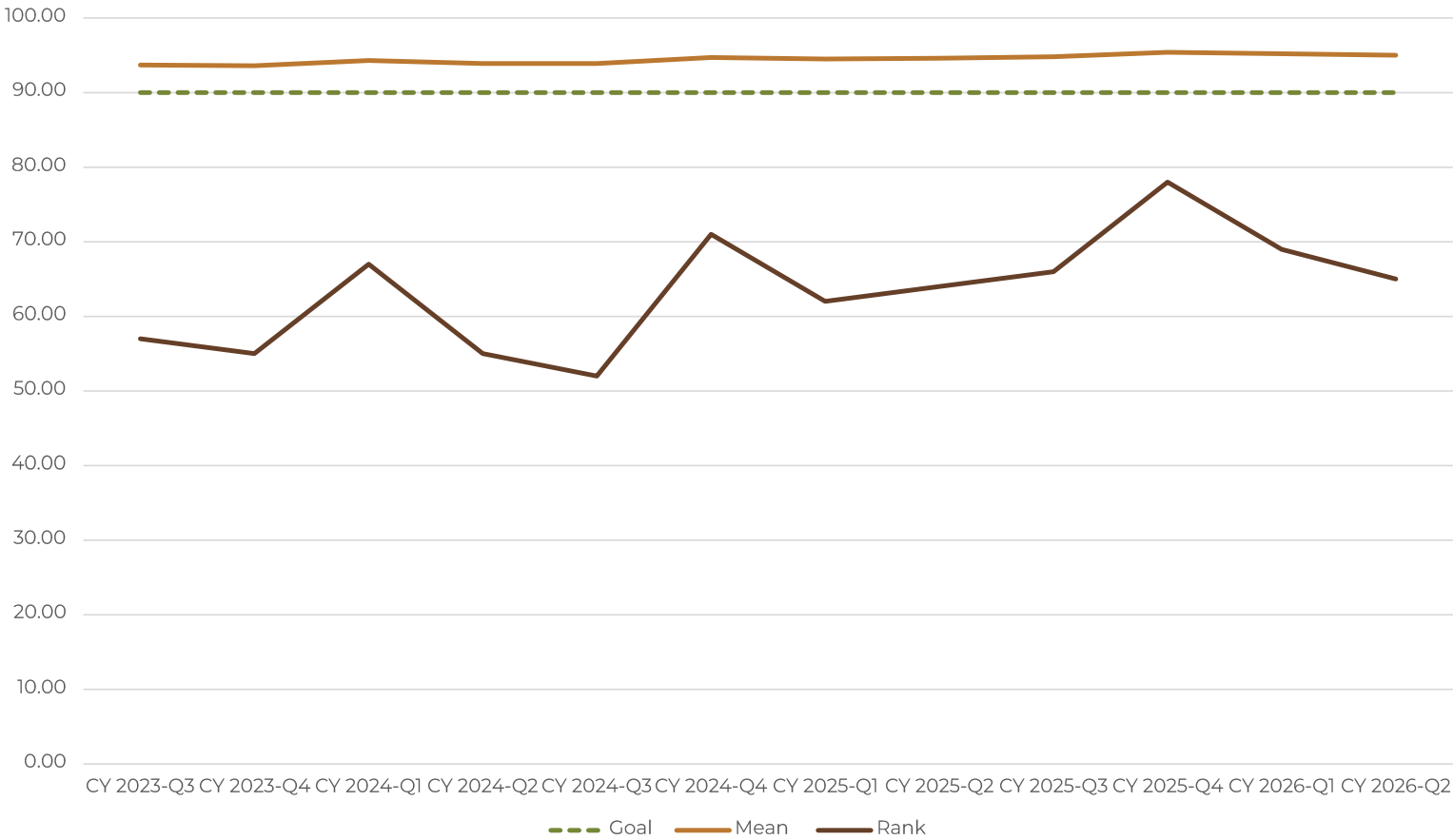
TFH ED Overall Mean Score and Percentile Rank



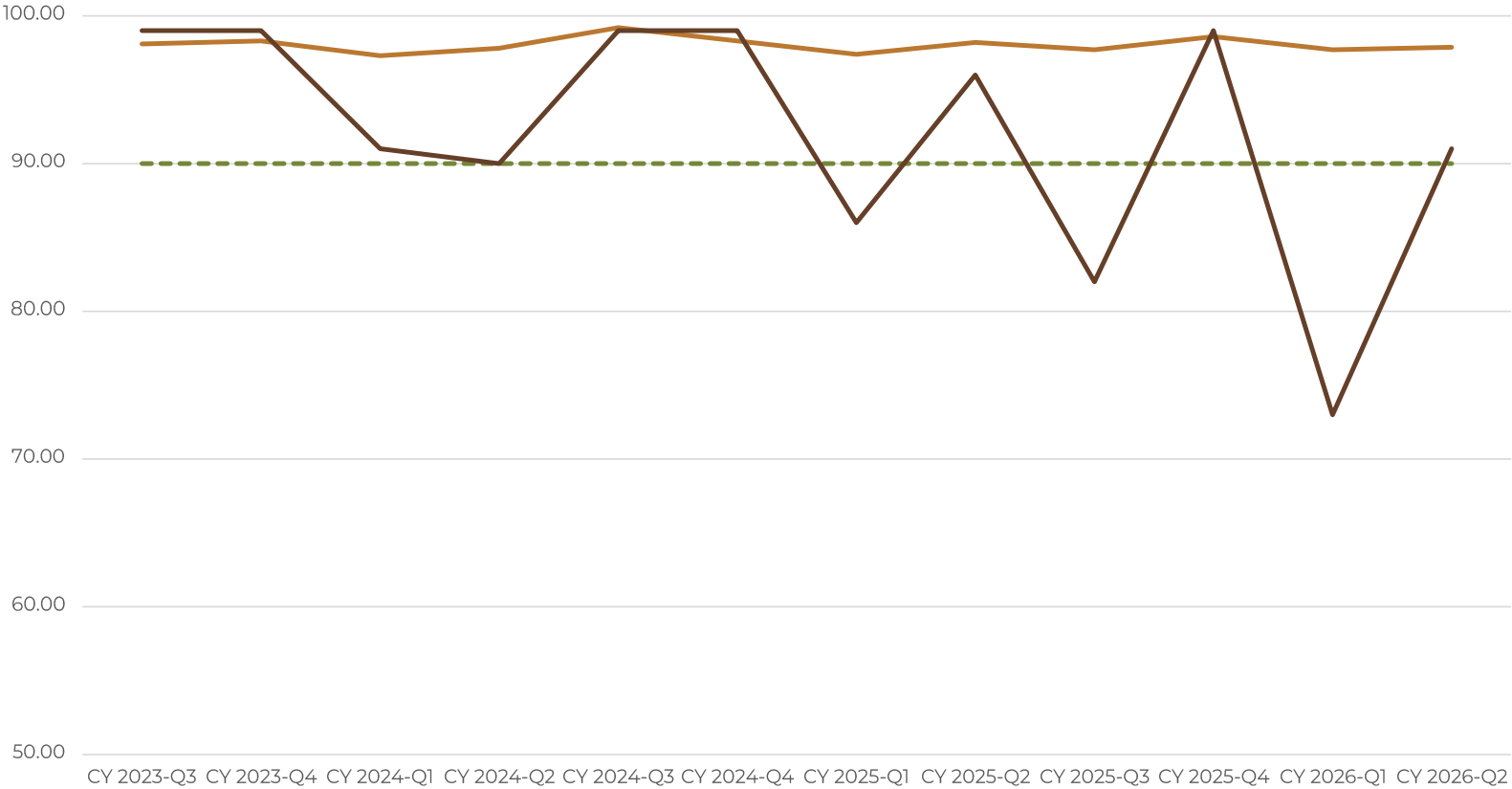
IVCH ED Overall Mean Score and Percentile Rank



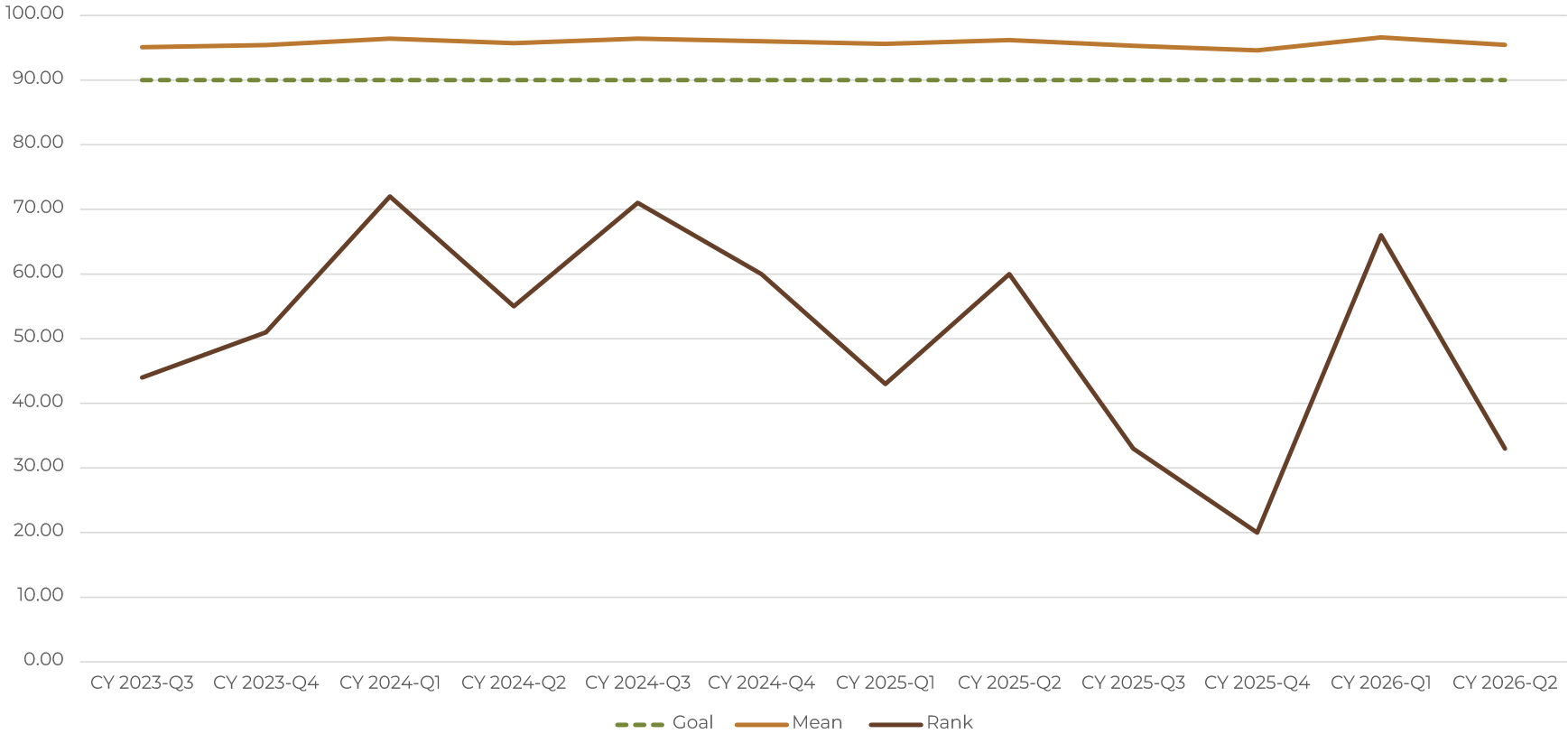
MSC Overall Mean Score and Percentile Rank



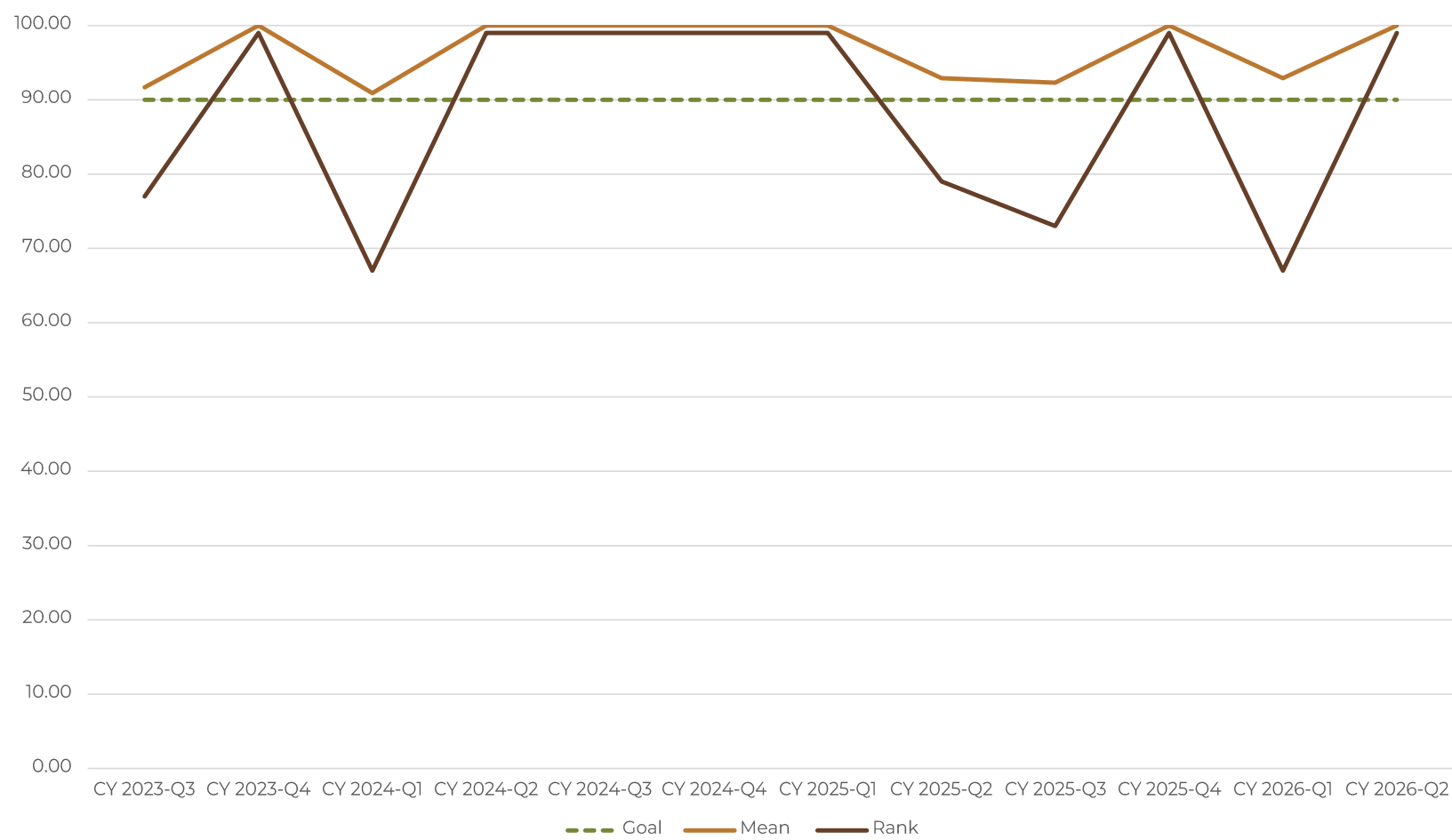
Outpatient Oncology Overall Mean Score and Percentile Rank



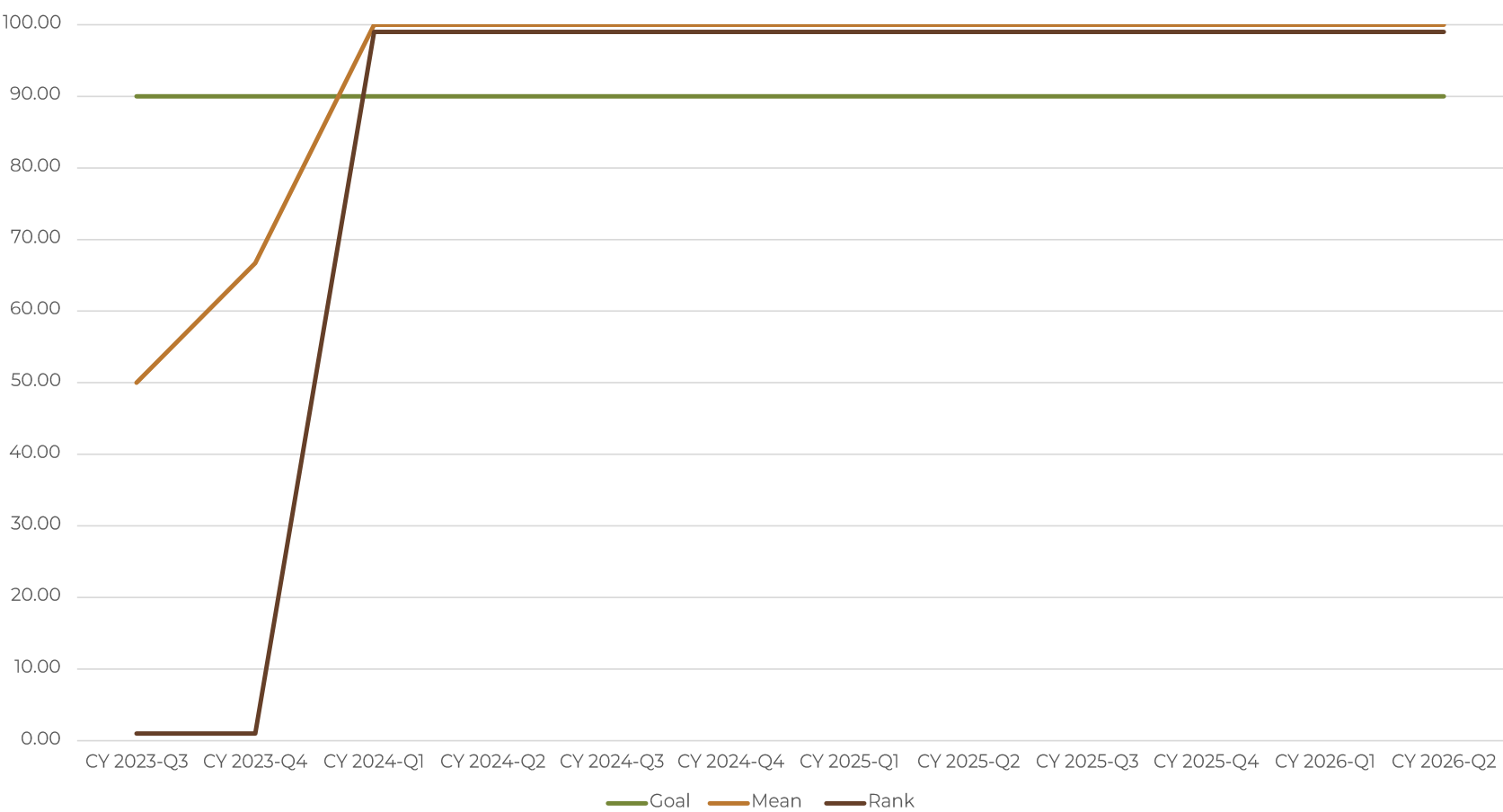
Outpatient Rehab Overall Mean Score and Percentile Rank



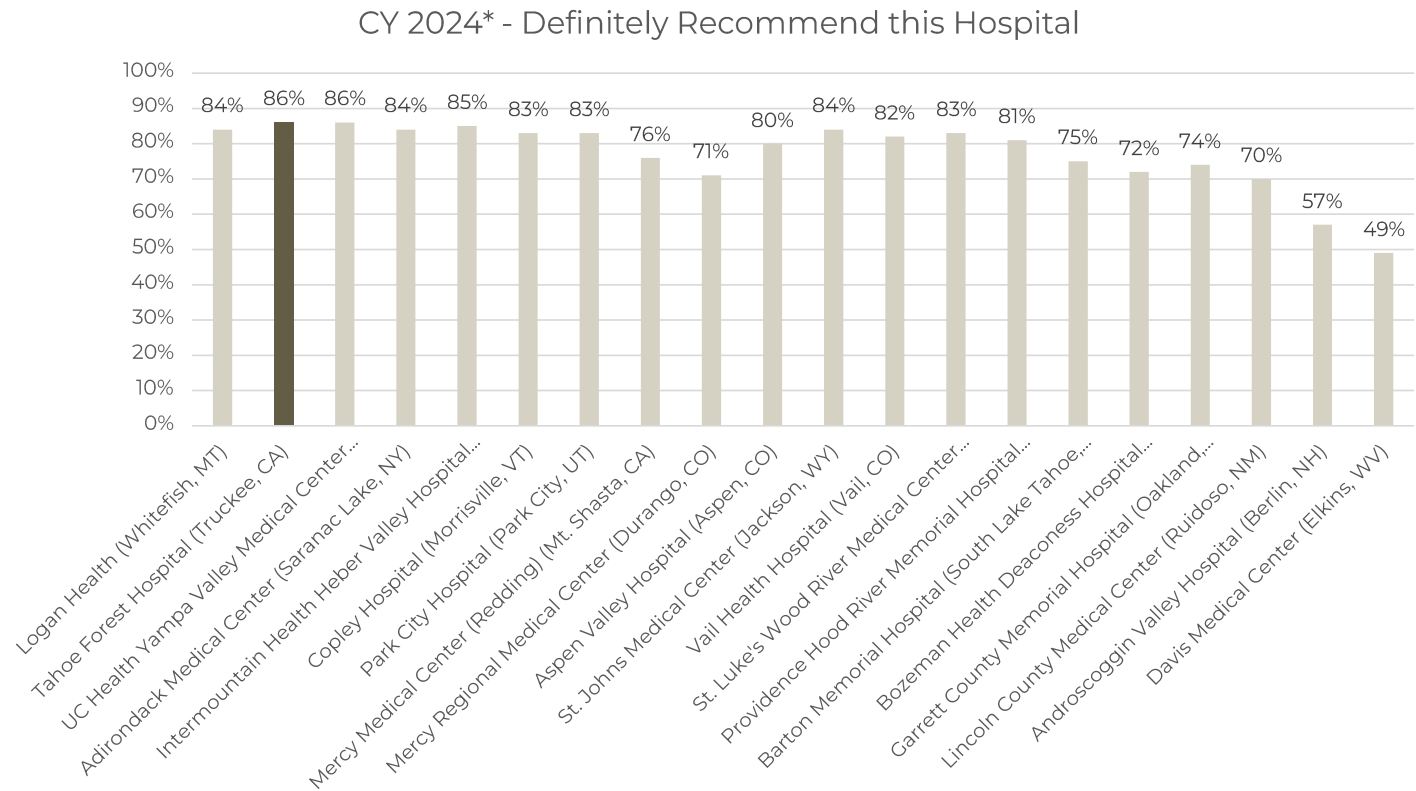
Home Health “Rate this Agency 9 or 10”



Hospice “Rate this Agency 9 or 10”



Tahoe Forest Compared to Mountain Community Hospitals Nationwide

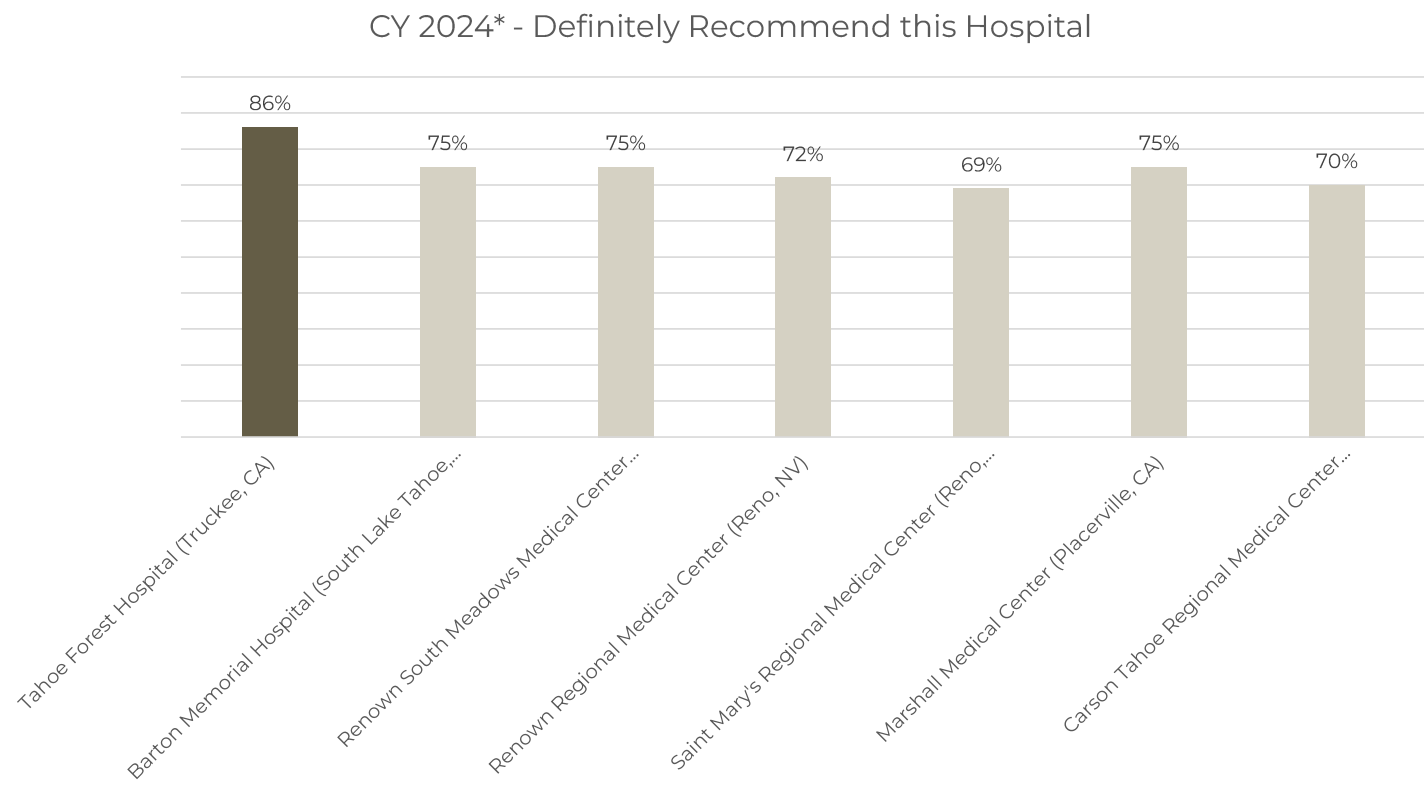


*most current published data from *data.cms.gov*

©Tahoe Forest Health System 2025



Tahoe Forest Compared to Regional Hospitals in Nevada and California



*most current published data from data.cms.gov/



TAHOE FOREST
HEALTH SYSTEM

THANK YOU!

Service Excellence Report
FY2026



AGENDA ITEM COVER SHEET

MEETING DATE: June 23, 2026	ITEM: 14.6. Annual Home Health & Hospice Quality Report - 2026
DEPARTMENT: Home Health & Hospice	TYPE OF AGENDA ITEM: ☐ Action ☒ Consent ☐ Discussion
RESPONSIBLE PARTY: Lauren Zeffaro, FNP, ACHPN, Director	SUPPORTIVE DOCUMENT ATTACHED ☐ Agreement ☐ Presentation ☐ Resolution ☒ Other: Annual Quality Report
BUDGET: ALLOCATED IN THE BUDGET ☐ Yes ☐ No ☒ N/A IS A BUDGET TRANSFER REQUIRED ☐ Yes ☐ No ☒ N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED ☐ Yes ☒ No ☐ N/A
BACKGROUND: Tahoe Forest Home Health provides a wide range of health care services for homebound patients in their home during an illness or during recovery from an injury. Home Health provides Nursing, Therapies (Physical, Occupational, Speech, Dietary), Social Workers, Home Health Aides, and Durable Medical Equipment (DME) in the home. Home health care is less expensive, more convenient, and reduces ED visits and unnecessary admissions. Tahoe Forest Hospice is a specialized program that strives to promote dignity, emotional, spiritual and physical well-being for patients facing end of life. This support also includes the patient's families and loved ones. Service Area Includes: • HH: Truckee, North & West Lake Tahoe, Incline Village, Verdi, Floriston, Emigrant Gap, Donner Summit. • Hospice: Above areas as well as the Sierra Valley (to Graeagle, Beckwourth, and Chilcoot).	
SUMMARY/OBJECTIVES: This annual presentation to our Governing board will provide a brief update on Home Health and Hospice Care Quality initiatives and outcomes. It is a Medicare Condition of Participation that our Home Health and Hospice Agencies come before the Governing Board annually with this report.	
SUGGESTED DISCUSSION POINTS:	
SUGGESTED MOTION/ALTERNATIVES: Move to accept the Annual Home Health & Hospice Quality Report.	
LIST OF ATTACHMENTS: Annual HH-Hospice Quality Report 2026	



TAHOE FOREST
HEALTH SYSTEM

HOME HEALTH AND HOSPICE QUALITY

2026

Lauren Zeffaro, FNP, ACHPN
| July 2026

2025 Home Health Overview

- Throughout 2025, Home Health Quality Measures consistently exceeded both state and national average performance benchmarks.
- Staff received ongoing education regarding targeted outcome measures and opportunities for improvement through individual coaching sessions and staff meetings held throughout the year.
- All staff actively participated in quality improvement meetings during 2025. No infection trends or patterns were identified during the reporting period.
- Home Health monitored complaints and grievances throughout the year and implemented improvement initiatives as needed to address identified trends. Documentation of complaints, grievances, and related follow-up actions is maintained in the department's Grievance/Complaint Binder and by utilizing the event reporting system.

Home Health Numbers in Review

- Unduplicated Census: 255 patients
- Average length of stay: 42.15 days
- Overall CMS Outcome Star Rating of 3.5/5
- Overall patient satisfaction rating: 87th percentile in the nation



Home Health Quality Measures



OASIS-based Measure

These measures are derived from the Outcome and Assessment Information Set (OASIS) completed by clinicians and reflect how effectively the agency helps patients improve or stabilize while receiving home health services.



Claims-based Measures

These measures focus on outcomes such as hospitalizations, emergency department visits, and successful discharge to the community. These are calculated from Medicare claims rather than clinician documentation, they provide an objective assessment of how well an agency helps prevent avoidable healthcare utilization.



HHCAHPS Survey-based Measures

Patient satisfaction survey measures the patient's experience with the care they received. Patients rate areas such as communication with providers, professionalism, education, responsiveness, and their overall satisfaction with the agency. These measures reflect the patient perspective and encourage agencies to provide patient-centered, high-quality care alongside strong clinical outcomes.



OASIS-based Quality Measures

Measure	TFHD	National	State
Discharge Function Score	82.2%	76.9%	72.6%
Management of Oral Medication	91%	90.8%	87.5%
Improvement in Breathing	96.2%	93.3%	92.5%
Improvement in Ambulation	90.6%	90.8%	87.5%
Improvement in Bed Transferring	93%	92.3%	89.0%
Improvement in Bathing	94.9%	92.5%	89.6%
Improvement in Upper Body Dressing	97.9%	91.5%	89.3%
Improvement in Lower Body Dressing	92.7%	90.4%	88.1%
Improvement in Pain	79.1%	81.7%	82.6%
Develop New or Worsened Wounds	0.1%	0.2%	0.2%
Improvement in Surgical Wounds	93.1%	93.1%	92.9%



Claims-based Measures

Measure	TFHD	National	State
Drug review with follow-up	95.8%	95.0%	95.5%
Flu Vaccine Received	79.2%	62.3%	72.2%
Timely Initiation of Care	97.3%	97.0%	96.1%
Transfer of Health Information to Provider	96.7%	82.9%	83.0%
Transfer of Health Information to Patient	98.5%	92.7%	93.3%
30-Day Readmission	13.7%	16.4%	13.7%
60-Day Hospitalization	13.3%	15.3%	13.7%
Potentially Preventable Hospitalization	7.8%	10.2%	8.5%



HHCAHPS Survey-based Measures

Measure	TFHD	National	State
Care of Patients	88.5%	90%	89%
Communication between pts and providers	95.7%	88%	86%
Specific Care Issues	85.5%	86%	85%
Rate Agency 9 or 10	96%	87%	85%
Recommend Agency	92%	80%	78%

Hospice Overview

- Census: Tahoe Forest Hospice had 59 admissions in the 2025 calendar year.
 - There were 48 discharges with the patients dying at home, 4 patients moved out of the area, 6 patients revoked hospice and 1 patient was discharged for a prolonged prognosis.
 - Average length of stay: 29 days (2024 Medicare average length of stay was 88.6 days)
- Service Area: 39 patients resided in Truckee/Tahoe area, 14 patients resided in Sierra Valley, and 6 patients resided in Nevada.
- Volunteer Program: Tahoe Forest Hospice continued to have a vibrant volunteer program during 2025 with a cost savings of \$6,199.88 for the department.
- Grievance/Complaints: Hospice tracked complaints, grievances, and implement improvement initiatives to address trends identified as needed throughout 2025. Review of such items are stored in the Grievance/Complaint binder within the department.

Future of Hospice Quality

The **Hospice Outcomes & Patient Evaluation (HOPE)** was implemented by CMS October 1, 2025 to provide a more comprehensive picture of a patient's condition throughout the hospice stay; rather than only at admission and discharge.

- **Focuses on quality improvement** by collecting standardized clinical data that can be used to develop future hospice quality measures.
- **Completed at multiple time points**, including admission, selected update visits, and discharge (when applicable), providing a more complete view of the patient's hospice journey.
- **Emphasizes symptom assessment and management**, including pain, dyspnea, anxiety, delirium, skin conditions, and functional status.
- **Supports patient-centered care** by helping hospices identify changes in patient needs and improve care planning.
- The data collected through HOPE will eventually contribute to **CMS quality reporting and value-based quality initiatives**, helping benchmark hospice performance nationally.

HOPE represents a significant shift from documenting care at a few points in time to continuously evaluating patient outcomes, allowing hospices to better measure, improve, and demonstrate the quality of care they provide.





Hospice Patient Satisfaction

Measure	2025 (n=6)	2023 (n=?)
Hospice team communication	96%	94.7%
Getting timely care	66.67%	83.33%
Treating family member with respect	91.67%	97.5%
Providing emotional support	91.67%	95.73%
Getting help for symptoms	36.67%	87%
Getting hospice care training	75.33%	93.52%



Hospice Quality of Patient Care

Measure	TFHD	State	National
Patients who had an assessment of all 7-care process quality measures at admission	96.2%	88.9%	91.7%
Percentage of patients who received visits from a RN or MSW on at least 2 of the final 3 days of life	17.5%	20.4%	48.3%
Hospice Care Index Score (0-10)	6	8.3	8.8

*"Hospice care is about
adding life to days, not
just days to life."*

Thank you



AGENDA ITEM COVER SHEET

MEETING DATE: July 23, 2026	ITEM: 15.1 Lab Affordability Pilot: Reducing Barriers to Care
DEPARTMENT: Administration	TYPE OF AGENDA ITEM: ☐ Action ☐ Consent ☒ Discussion
RESPONSIBLE PARTY: Kim McCarl, Chief Strategy Officer	SUPPORTIVE DOCUMENT ATTACHED ☐ Agreement ☒ Presentation ☐ Resolution ☐ Other
BUDGET: ALLOCATED IN THE BUDGET ☐ Yes ☐ No ☒ N/A IS A BUDGET TRANSFER REQUIRED ☐ Yes ☐ No ☒ N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED ☐ Yes ☐ No ☒ N/A
BACKGROUND: Tahoe Forest Health System is advancing its Health Within Reach strategic priority by reducing financial barriers that can prevent community members from receiving medically necessary care. As part of this work, the organization is launching a Lab Affordability Pilot that lowers the cost of approximately 70% of laboratory tests while strengthening pathways to financial support for patients who need it. The communications strategy is designed to ensure patients, providers, employees and community partners understand the new affordability options, know how to access them, and feel confident seeking care without cost being a barrier. The approach uses clear, compassionate messaging to increase awareness, reduce stigma and improve access to care.	
SUMMARY/OBJECTIVES: The presentation provides an overview of the communications plan that will support implementation of the Lab Affordability Pilot and expanded financial assistance outreach. Specifically, the plan will: • Increase awareness of lower-cost laboratory services available to the community. • Help patients understand available financial support for medically necessary care. • Equip providers and staff with consistent messaging and referral pathways. • Reach patients through clinical settings, digital channels, community partners and local media. • Measure community awareness and continuously refine messaging based on engagement and feedback.	
SUGGESTED DISCUSSION POINTS: • How the communications strategy supports the Health Within Reach strategic priority. • Key patient messages and the emphasis on reducing financial barriers to care. • The role of physicians, staff and community partners in helping patients navigate affordability resources.	

- Communication channels that will be used to reach patients.
- Measures of success, including community engagement, patient inquiries, financial counseling activity and ongoing feedback.

SUGGESTED MOTION/ALTERNATIVES:

No board action is requested. The presentation is provided to update the Board on the communications strategy supporting implementation of the Lab Affordability Pilot and expanded financial assistance outreach.

LIST OF ATTACHMENTS:

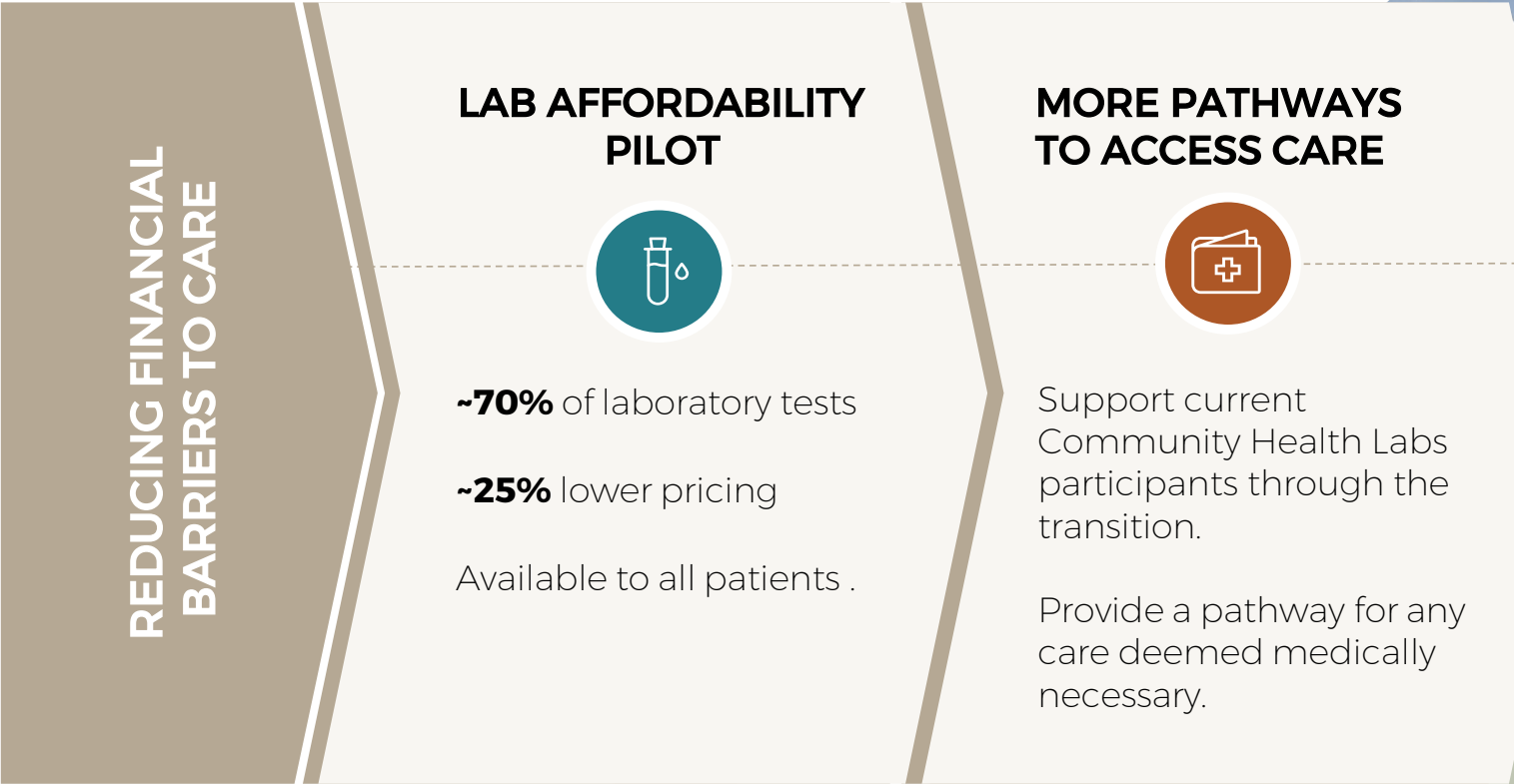
Lab Affordability Pilot: Reducing Barriers to Care presentation

Health Within Reach: Reducing Financial Barriers to Care

Lab Affordability Pilot & Financial Assistance



Investment in Action



Helping Patients Understand Their Options



Our Goals:

Help patients understand and access lower-cost labs

Connect eligible patients to financial support for medically necessary care

Every communication will answer four questions:

Is this available to me?

How will I know what it costs and if I can afford it?

What financial support is available and how do I access it?

How do I get started?



Helping Patients Understand Their Options



Patients learn about affordable labs through

Community Health team

Staff at primary care and specialty clinics

Tahoe Forest website

Social and local media

Through community partners and events

Printed information throughout our facilities

We will work to make it easier for every community member to understand that lower-cost lab services are available and how to access them.



Helping Patients Navigate Care



Supporting Patients Through Every Step

Equip medical staff with clear information about new affordability options

Provide simple referral pathways

Support consistent patient conversations

Make affordability and financial support resources part of routine care discussions



PATIENT JOURNEY



One Team. One Message.



Every Team Member Helps Improve Access

Empower:

Team members understand the lab affordability pilot and financial support resources

Connect:

Patients are quickly connected to the right support

Celebrate:

More patients benefit from affordable labs and access financial support for ongoing care



Communications Success

REACH

Engagement across:

Social – high level

Email – additional detail

Webpage – full detail

UNDERSTANDING

Financial Counseling inquiries

Patient questions

Provider feedback

CONTINUOUS IMPROVEMENT

Community partner feedback

Ongoing refinement of
messaging based on audience
feedback

Together, we are making it easier for more people to receive the care they need, when they need it.



AGENDA ITEM COVER SHEET

MEETING DATE: July 23, 2026	ITEM: 16.1 Resolution 2026-05
DEPARTMENT: Finance	TYPE OF AGENDA ITEM: ☒ Action ☐ Consent ☐ Discussion
RESPONSIBLE PARTY: Crystal Felix, Chief Financial Officer	SUPPORTIVE DOCUMENT ATTACHED ☐ Agreement ☐ Presentation ☒ Resolution ☒ Other
BUDGET: ALLOCATED IN THE BUDGET ☒ Yes ☐ No ☐ N/A IS A BUDGET TRANSFER REQUIRED ☐ Yes ☒ No ☐ N/A	PERSONNEL ADDITIONAL PERSONNEL REQUIRED ☐ Yes ☒ No ☐ N/A

BACKGROUND:

In November 2006 a presentation was provided to the Board of Directors in regards to public financing, a.k.a. general obligation bonds (GO Bonds). Gary Hicks, our financial advisor, had provided some estimated calculations of what the tax rate per \$100,000 of assessed value may look like for the taxpayers in order to raise \$98.5 million. These calculations were based upon historical trends of property assessed values including the evaluation of historical growth patterns that had ranged 9%-16%. Based upon assessed values that incorporated an average 8% growth trend, the maximum rate per \$100,000 of assessed value was approximated at \$18.76.

Since the timing of the above noted analysis and passage of the GO Bonds by our community, our nation went through a housing market crisis and a significant economic downturn (see 2010-11 & 2011-12). This impacted our community's property assessed values. The following is a list of Placer and Nevada counties property assessed value growth or declination percentages over previous years:

2008-09: 8.46% growth over 2007-08	2018-19: 6.66% growth over 2017-18
2009-10: 4.27% growth over 2008-09	2019-20: 5.83% growth over 2018-19
2010-11: 4.64% <u>decline</u> over 2009-10	2020-21: 5.18% growth over 2019-20
2011-12: 1.92% <u>decline</u> over 2010-11	2021-22: 6.68% growth over 2020-21
2012-13: 0.67% growth over 2011-12	2022-23: 9.70% growth over 2021-22
2013-14: 2.88% growth over 2012-13	2023-24: 7.51% growth over 2022-23
2014-15: 4.89% growth over 2013-14	2024-25: 6.11% growth over 2023-24
2015-16: 10.61% growth over 2014-15	2025-26: 6.41% growth over 2024-25
2016-17: 4.71% growth over 2015-16	2026-27: 5.66% growth over 2025-26
2017-18: 5.80% growth over 2016-17	

The District issued the 3rd and final series of the 2007 GO Bonds on August 1, 2012. In addition, the District refunded/refinanced the first series, Series A, in May 2015, the second series, Series B, in May 2016, and the third series, Series C, in August 2019.

The debt service requirement for the 2026-27 fiscal year will be \$6,084,431.26. Based upon the property assessed values provided to us by Placer and Nevada counties, the rate per \$100,000 would need to be \$16.91 to cover the

2026-27 debt service requirement. However, due to the receipt of more tax revenues than originally estimated, and after the August 1, 2026 debt payment, the District will still have \$971,097.93 in cash reserves restricted for use for the GO Bond debt service. This reserve can be used in whole, in part, or not at all to reduce the amount collected, or the rate per \$100,000, in the 2026-27 year, and/or future years. Rates per \$100,000 could vary from \$14.22 per \$100,000 up to the full \$16.91 per \$100,000 depending on the level of reserve use. See attached analysis.

Please note, in fiscal years 2011 and 2012, the Board of Directors decided to supplement the GO Bond debt service payment in order to minimize the impact on the community due to the decline in assessed values and the increase necessary to the tax rate per \$100,000. The supplemental payments made by the District from operations in 2011 and 2012 were \$540,000 and \$445,000, respectively. In fiscal years 2013-2016, the Board set the rate at the full amount necessary to cover the debt service payment, with no supplemental payment by the District. In fiscal years 2017-2026, the Board elected to use a portion of the cash reserves restricted for use for the GO Bond debt service of \$225,000, \$853,095, \$495,821, \$283,240, \$610,117, \$327,370, \$491,229, \$726,751, \$746,907, and \$732,635 respectively, therefore reducing the rate from the full rate required.

SUMMARY/OBJECTIVES:

Set the tax rate per \$100,000 of assessed value for the 2026-27 year in order to secure the appropriate amount of tax revenues to make the required debt service payments during the 2026-27 fiscal year

SUGGESTED DISCUSSION POINTS:

How much, if any, of the cash reserves restricted for use for the GO Bond debt service should be used towards making the 2026-27 GO Bond debts service payments, therefore possibly reducing the tax rate per \$100,000?

Last year's rate per \$100,000 was \$15.21 and 75% of the reserve was used (\$732,634.56 used of the \$976,846.09 available, leaving \$244,211.53 in reserve).

SUGGESTED MOTION/ALTERNATIVES:

Set the 2026-27 fiscal year GO Bond tax rate per \$100,000 at \$14.89 and utilize approximately 75% (\$726,436.88) of the reserve (\$971,097.93) to fully cover the 2026-27 debt service requirement of \$6,084,431.26. This will leave \$244,661.05 in reserve.

ALTERNATIVE MOTION: Set the 2026-27 fiscal year GO Bond tax rate per \$100,000 at a different rate than suggested utilizing some or none of the reserves available. Alternative rates are shown on the attached analysis.

LIST OF ATTACHMENTS:

- Resolution 2026-05
- GO Bond Tax Rate Calculation Summary
- GO Bond Tax Rate Calculation Summary – Previous Year 2025/26
- Analysis of Assessed Values Graphs (2)
- County of Nevada Certified 2026/27 Assessed Values
- County of Placer Certified 2026/27 Assessed Values
- Tax Rate Summaries for GO Bonds – 2015, 2016, and 2019

**BOARD OF DIRECTORS
TAHOE FOREST HOSPITAL DISTRICT
COUNTIES OF PLACER AND NEVADA, STATE OF CALIFORNIA**

RESOLUTION NO. 2026-05

**RESOLUTION DIRECTING PLACER AND NEVADA COUNTIES, CALIFORNIA,
TO LEVY A TAX TO PAY THE PRINCIPAL OF AND INTEREST ON THE
DISTRICT'S GENERAL OBLIGATION BONDS FOR FISCAL YEAR 2026-27**

WHEREAS, by a resolution (the "Ballot Resolution"), adopted by the Board of Directors (the "Board") of the Tahoe Forest Hospital District (the "District") on June 26, 2007, the Board determined and declared that public interest and necessity demanded the need to raise moneys for the expansion, improvement, acquisition, construction, equipping and renovation of health facilities of the District, including to refinance up to \$3.5 million of existing debt that was incurred for expenditures related to capital purchases or leases to improve hospital facilities (the "Project"), and the Board called a mailed ballot election to be held within the boundaries of the District in accordance with the California Elections Code;

WHEREAS, a special municipal election was held in the District on September 25, 2007, and thereafter canvassed pursuant to law;

WHEREAS, at such election there was submitted to and approved by the requisite two-thirds (2/3) vote of the qualified electors of the District a question as to the issuance and sale of general obligation bonds of the District for \$98,500,000, payable from the levy of an unlimited *ad valorem* tax against all taxable property in the District;

WHEREAS, pursuant to Chapter 4 of Division 23 (commencing with section 32300) of the California Health and Safety Code (the "Act"), the District is empowered to issue general obligation bonds;

WHEREAS, the District issued an initial series of bonds, in the aggregate principal amount of \$29,400,000, identified as the "Tahoe Forest Hospital District (Placer and Nevada Counties, California) General Obligation Bonds, Election of 2007, Series A (2008)" (the "Series A Bonds"), for the purpose of raising funds needed for the Project and other authorized costs on the conditions set forth in a resolution adopted by the Board on June 24, 2008;

WHEREAS, the District issued a second series of bonds, in the aggregate principal amount of \$43,000,000, identified as the "Tahoe Forest Hospital District (Placer and Nevada Counties, California) General Obligation Bonds, Election of 2007, Series B (2010)" (the "Series B Bonds"), for the purpose of raising funds needed for the Project and other authorized costs on the conditions set forth in a resolution adopted by the Board on June 22, 2010;

WHEREAS, the District issued a third series of bonds, in the aggregate principal amount of \$26,100,000, identified as the "Tahoe Forest Hospital District (Placer and Nevada Counties,

California) General Obligation Bonds, Election of 2007, Series C (2012)" (the "Series C Bonds"), for the purpose of raising funds needed for the Project and other authorized costs, on the conditions set forth in a resolution adopted by the Board on June 26, 2012;

WHEREAS, on May 10, 2015, the District issued bonds, in the aggregate principal amount of \$30,810,000, identified its "Tahoe Forest Hospital District (Placer and Nevada Counties, California) 2015 General Obligation Refunding Bonds" (the "2015 Refunding Bonds") to refund the Series A Bonds, on the conditions set forth in a resolution adopted by the Board on February 12, 2015;

WHEREAS, on May 5, 2016, the District issued bonds, in the aggregate principal amount of \$45,110,000, identified its "Tahoe Forest Hospital District (Placer and Nevada Counties, California) 2016 General Obligation Refunding Bonds" (the "2016 Refunding Bonds") to refund the Series B Bonds, on the conditions set forth in a resolution adopted by the Board on March 29, 2016; and

WHEREAS, on September 4, 2019, the District issued bonds, in the aggregate principal amount of \$24,710,000, identified its "Tahoe Forest Hospital District (Placer and Nevada Counties, California) 2019 General Obligation Refunding Bonds" (the "2019 Refunding Bonds") to refund the Series C Bonds, on the conditions set forth in a resolution adopted by the Board on July 25, 2019; and

WHEREAS, pursuant to the Act, the District is authorized to direct Placer County ("Placer") and Nevada County ("Nevada" and, with Placer, the "Counties"), California, in which the jurisdiction of the District resides, to levy an unlimited *ad valorem* tax on all taxable property within the District for the payment of the principal of and interest on the 2015 Refunding Bonds, the 2016 Refunding Bonds and the 2019 Refunding Bonds (collectively, the "Bonds");

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE TAHOE FOREST HOSPITAL DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:

Section 1. Recitals. All of the recitals herein are true and correct. To the extent that the recitals relate to findings and determinations of the Board, the Board declares such findings or determinations to be made thereby.

Section 2. Tax Levy; Tax Rate.

(a) The Board has determined that the amount needed to be raised by taxes during Fiscal Year 2026-27 is \$6,084,431.26, which is needed to pay the principal of and interest on the Bonds during such period, as shown on Exhibit D attached hereto. The total amount required to be levied for Fiscal Year 2026-27 to pay such principal and interest should be \$5,357,994.38 (which amount reflects the total amount needed to pay the principal of and interest on the Bonds of \$6,084,431.26, less the sum of \$726,436.88 from amounts levied by the Counties in the Fiscal Year 2025-26 but were not used to pay debt service on the Bonds).

(b) Placer has informed the District that, for Fiscal Year 2026-27, the estimated value of all assessed property of the District within Placer to be used for calculating the debt service rate is \$24,074,565,358.

The Board hereby requests and directs Placer, at the time of the fixing of its general tax levy for the County's fiscal year beginning July 1, 2026, and ending June 30, 2027, to fix and levy and collect a tax at the rate of \$14.89 per \$100,000 of assessed valuation which, based upon the estimated value of all assessed property of the District within Placer, will generate a total amount of \$3,580,904.91.

Said tax shall be in addition to all other taxes levied for District purposes, shall be levied and collected by Placer at the same time and in the same manner as other taxes of the District are levied and collected, and shall be used only for the payment of the Bonds, and the interest thereon.

(c) Nevada has informed the District that, for Fiscal Year 2026-27, the estimated value of all assessed property of the District within Nevada to be used for calculating the debt service rate is \$11,948,634,989.

The Board hereby requests and directs Nevada, at the time of the fixing of its general tax levy for the County's fiscal year beginning July 1, 2026, and ending June 30, 2027, to fix and levy and collect a tax at the rate of \$14.89 per \$100,000 of assessed valuation which, based upon the estimated value of all assessed property of the District within Nevada, will generate a total amount of \$1,777,089.47.

Said tax shall be in addition to all other taxes levied for District purposes, shall be levied and collected by Nevada at the same time and in the same manner as other taxes of the District are levied and collected, and shall be used only for the payment of the Bonds, and the interest thereon.

Section 3. Request for Necessary County Actions. The Boards of Supervisors, the treasurer, tax collector and auditor-controller, and other officials of the Counties are hereby requested to take and authorize such actions as may be necessary pursuant to law to provide for the levy and collection of a property tax on all taxable property within the District sufficient to provide for the payment of all principal of, redemption premium (if any), and interest on the Bonds, as the same shall become due and payable, and to transfer the tax receipts from such levy to the District, no later than January 20 and May 20 in each year to permit the District to meet its required principal and interest payments for the Bonds on each February 1 and August 1, as indicated in Exhibits A, B, C and D. The President & Chief Executive Officer or the Chief Financial Officer of the District is hereby authorized and directed to deliver certified copies of this Resolution to the clerks of the Boards of Supervisors of the Counties, and the treasurer, tax collector and auditor of the Counties.

Section 4. Ratification. All actions heretofore taken by officials, employees and agents of the District with respect to the request and direction for the tax levy described herein are hereby approved, confirmed and ratified.

Section 5. General Authority. The Chair and the Vice Chair of the Board, the President & Chief Executive Officer and the Chief Financial Officer of the District, and their respective designees, are each hereby authorized, empowered and directed in the name and on behalf of the District to take any and all steps, which they or any of them might deem necessary or appropriate in order to ensure that the County levies and collects the property taxes as described herein and otherwise to give effect to this Resolution.

Section 6. Effective Date. This resolution shall take effect immediately on and after its adoption.

* * * * *

THE FOREGOING RESOLUTION is approved and adopted by the Board of Directors of the Tahoe Forest Hospital District this 23rd day of July, 2026.

AYES:

NAYS:

ABSENT:

ATTEST:

Chair of the Board of Directors

Clerk of the Board of Directors

EXHIBIT A

DEBT SERVICE SCHEDULE OF THE 2015 REFUNDING BONDS

Date	Principal	Interest	Period Total	Annual Total
02/01/21	—	\$535,762.50	\$ 535,762.50	—
08/01/21	\$ 585,000	535,762.50	1,120,762.50	\$1,656,525.00
02/01/22	—	521,137.50	521,137.50	—
08/01/22	670,000	521,137.50	1,191,137.50	1,712,275.00
02/01/23	—	504,387.50	504,387.50	—
08/01/23	765,000	504,387.50	1,269,387.50	1,773,775.00
02/01/24	—	485,262.50	485,262.50	—
08/01/24	865,000	485,262.50	1,350,262.50	1,835,525.00
02/01/25	—	463,637.50	463,637.50	—
08/01/25	975,000	463,637.50	1,438,637.50	1,902,275.00
02/01/26	—	439,262.50	439,262.50	—
08/01/26	1,090,000	439,262.50	1,529,262.50	1,968,525.00
02/01/27	—	412,012.50	412,012.50	—
08/01/27	1,210,000	412,012.50	1,622,012.50	2,034,025.00
02/01/28	—	381,762.50	381,762.50	—
08/01/28	1,345,000	381,762.50	1,726,762.50	2,108,525.00
02/01/29	—	361,587.50	361,587.50	—
08/01/29	1,465,000	361,587.50	1,826,587.50	2,188,175.00
02/01/30	—	337,781.25	337,781.25	—
08/01/30	1,590,000	337,781.25	1,927,781.25	2,265,562.50
02/01/31	—	312,937.50	312,937.50	—
08/01/31	1,720,000	312,937.50	2,032,937.50	2,345,875.00
02/01/32	—	284,987.50	284,987.50	—
08/01/32	1,865,000	284,987.50	2,149,987.50	2,434,975.00
02/01/33	—	254,681.25	254,681.25	—
08/01/33	2,010,000	254,681.25	2,264,681.25	2,519,362.50
02/01/34	—	220,762.50	220,762.50	—
08/01/34	2,170,000	220,762.50	2,390,762.50	2,611,525.00
02/01/35	—	182,787.50	182,787.50	—
08/01/35	2,335,000	182,787.50	2,517,787.50	2,700,575.00
02/01/36	—	141,925.00	141,925.00	—
08/01/36	2,515,000	141,925.00	2,656,925.00	2,798,850.00
02/01/37	—	97,912.50	97,912.50	—
08/01/37	2,700,000	97,912.50	2,797,912.50	2,895,825.00
02/01/38	—	50,662.50	50,662.50	—
08/01/38	2,895,000	50,662.50	2,945,662.50	2,996,325.00

EXHIBIT B

DEBT SERVICE SCHEDULE OF THE 2016 REFUNDING BONDS

Date	Principal	Interest	Period Total	Annual Total
02/01/21	—	\$745,103.13	\$ 745,103.13	—
08/01/21	\$ 840,000	745,103.13	1,585,103.13	\$2,330,206.25
02/01/22	—	732,503.13	732,503.13	—
08/01/22	935,000	732,503.13	1,667,503.13	2,400,006.25
02/01/23	—	713,803.13	713,803.13	—
08/01/23	1,040,000	713,803.13	1,753,803.13	2,467,606.25
02/01/24	—	699,503.13	699,503.13	—
08/01/24	1,140,000	699,503.13	1,839,503.13	2,539,006.25
02/01/25	—	671,003.13	671,003.13	—
08/01/25	1,260,000	671,003.13	1,931,003.13	2,602,006.25
02/01/26	—	639,503.13	639,503.13	—
08/01/26	1,385,000	639,503.13	2,024,503.13	2,664,006.25
02/01/27	—	604,878.13	604,878.13	—
08/01/27	1,515,000	604,878.13	2,119,878.13	2,724,756.25
02/01/28	—	567,003.13	567,003.13	—
08/01/28	1,655,000	567,003.13	2,222,003.13	2,789,006.25
02/01/29	—	525,628.13	525,628.13	—
08/01/29	1,815,000	525,628.13	2,340,628.13	2,866,256.25
02/01/30	—	480,253.13	480,253.13	—
08/01/30	1,985,000	480,253.13	2,465,253.13	2,945,506.25
02/01/31	—	430,628.13	430,628.13	—
08/01/31	2,165,000	430,628.13	2,595,628.13	3,026,256.25
02/01/32	—	398,153.13	398,153.13	—
08/01/32	2,295,000	398,153.13	2,693,153.13	3,091,306.25
02/01/33	—	363,728.13	363,728.13	—
08/01/33	2,435,000	363,728.13	2,798,728.13	3,162,456.25
02/01/34	—	327,203.13	327,203.13	—
08/01/34	2,580,000	327,203.13	2,907,203.13	3,234,406.25
02/01/35	—	288,503.13	288,503.13	—
08/01/35	2,725,000	288,503.13	3,013,503.13	3,302,006.25
02/01/36	—	247,628.13	247,628.13	—
08/01/36	2,880,000	247,628.13	3,127,628.13	3,375,256.25
02/01/37	—	204,428.13	204,428.13	—
08/01/37	3,055,000	204,428.13	3,259,428.13	3,463,856.25
02/01/38	—	158,603.13	158,603.13	—
08/01/38	3,235,000	158,603.13	3,393,603.13	3,552,206.25
02/01/39	—	110,078.13	110,078.13	—
08/01/39	3,420,000	110,078.13	3,530,078.13	3,640,156.25
02/01/40	—	56,640.63	56,640.63	—
08/01/40	3,625,000	56,640.63	3,681,640.63	3,738,281.25

EXHIBIT C

DEBT SERVICE SCHEDULE OF THE 2019 REFUNDING BONDS

Date	Principal	Interest	Period Total	Annual Total
02/01/21	—	\$410,450.00	\$ 410,450.00	—
08/01/21	\$ 290,000	410,450.00	700,450.00	\$1,110,900.00
02/01/22	—	403,200.00	403,200.00	—
08/01/22	340,000	403,200.00	743,200.00	1,146,400.00
02/01/23	—	394,700.00	394,700.00	—
08/01/23	390,000	394,700.00	784,700.00	1,179,400.00
02/01/24	—	384,950.00	384,950.00	—
08/01/24	435,000	384,950.00	819,950.00	1,204,900.00
02/01/25	—	374,075.00	374,075.00	—
08/01/25	495,000	374,075.00	869,075.00	1,243,150.00
02/01/26	—	361,700.00	361,700.00	—
08/01/26	555,000	361,700.00	916,700.00	1,278,400.00
02/01/27	—	347,825.00	347,825.00	—
08/01/27	630,000	347,825.00	977,825.00	1,325,650.00
02/01/28	—	335,225.00	335,225.00	—
08/01/28	705,000	335,225.00	1,040,225.00	1,375,450.00
02/01/29	—	321,125.00	321,125.00	—
08/01/29	790,000	321,125.00	1,111,125.00	1,432,250.00
02/01/30	—	305,325.00	305,325.00	—
08/01/30	875,000	305,325.00	1,180,325.00	1,485,650.00
02/01/31	—	287,825.00	287,825.00	—
08/01/31	970,000	287,825.00	1,257,825.00	1,545,650.00
02/01/32	—	268,425.00	268,425.00	—
08/01/32	1,075,000	268,425.00	1,343,425.00	1,611,850.00
02/01/33	—	252,300.00	252,300.00	—
08/01/33	1,175,000	252,300.00	1,427,300.00	1,679,600.00
02/01/34	—	234,675.00	234,675.00	—
08/01/34	1,265,000	234,675.00	1,499,675.00	1,734,350.00
02/01/35	—	215,700.00	215,700.00	—
08/01/35	1,370,000	215,700.00	1,585,700.00	1,801,400.00
02/01/36	—	195,150.00	195,150.00	—
08/01/36	1,485,000	195,150.00	1,680,150.00	1,875,300.00
02/01/37	—	172,875.00	172,875.00	—
08/01/37	1,595,000	172,875.00	1,767,875.00	1,940,750.00
02/01/38	—	148,950.00	148,950.00	—
08/01/38	1,720,000	148,950.00	1,868,950.00	2,017,900.00
02/01/39	—	123,150.00	123,150.00	—
08/01/39	1,840,000	123,150.00	1,963,150.00	2,086,300.00
02/01/40	—	95,550.00	95,550.00	—
08/01/40	1,980,000	95,550.00	2,075,550.00	2,171,100.00
02/01/41	—	65,850.00	65,850.00	—
08/01/41	2,120,000	65,850.00	2,185,850.00	2,251,700.00
02/01/42	—	34,050.00	34,050.00	—
08/01/42	2,270,000	34,050.00	2,304,050.00	2,338,100.00

EXHIBIT D

DEBT SERVICE SCHEDULE OF ALL BONDS

Date	2015 Refunding Bonds	2016 Refunding Bonds	2019 Refunding Bonds	Period Total	Annual Total
02/01/21	\$ 535,762.50	\$ 745,103.13	\$ 410,450.00	\$3,406,315.63	—
08/01/21	1,120,762.50	1,585,103.13	700,450.00	1,656,840.63	\$5,097,631.26
02/01/22	521,137.50	732,503.13	403,200.00	3,601,840.63	—
08/01/22	1,191,137.50	1,667,503.13	743,200.00	1,612,890.63	5,258,681.26
02/01/23	504,387.50	713,803.13	394,700.00	3,807,890.63	—
08/01/23	1,269,387.50	1,753,803.13	784,700.00	1,569,715.63	5,420,781.26
02/01/24	485,262.50	699,503.13	384,950.00	4,009,715.63	—
08/01/24	1,350,262.50	1,839,503.13	819,950.00	1,508,715.63	5,579,431.26
02/01/25	463,637.50	671,003.13	374,075.00	4,238,715.63	—
08/01/25	1,438,637.50	1,931,003.13	869,075.00	1,440,465.63	5,747,431.26
02/01/26	439,262.50	639,503.13	361,700.00	4,470,465.63	—
08/01/26	1,529,262.50	2,024,503.13	916,700.00	1,364,715.63	5,910,931.26
02/01/27	412,012.50	604,878.13	347,825.00	4,719,715.63	—
08/01/27	1,622,012.50	2,119,878.13	977,825.00	1,283,990.63	6,084,431.26
02/01/28	381,762.50	567,003.13	335,225.00	4,988,990.63	—
08/01/28	1,726,762.50	2,222,003.13	1,040,225.00	1,208,340.63	6,272,981.26
02/01/29	361,587.50	525,628.13	321,125.00	5,278,340.63	—
08/01/29	1,826,587.50	2,340,628.13	1,111,125.00	1,123,359.38	6,486,681.26
02/01/30	337,781.25	480,253.13	305,325.00	5,573,359.38	—
08/01/30	1,927,781.25	2,465,253.13	1,180,325.00	1,031,390.63	6,696,718.76
02/01/31	312,937.50	430,628.13	287,825.00	5,886,390.63	—
08/01/31	2,032,937.50	2,595,628.13	1,257,825.00	951,565.63	6,917,781.26
02/01/32	284,987.50	398,153.13	268,425.00	6,186,565.63	—
08/01/32	2,149,987.50	2,693,153.13	1,343,425.00	870,709.38	7,138,131.26
02/01/33	254,681.25	363,728.13	252,300.00	6,490,709.38	—
08/01/33	2,264,681.25	2,798,728.13	1,427,300.00	782,640.63	7,361,418.76
02/01/34	220,762.50	327,203.13	234,675.00	6,797,640.63	—
08/01/34	2,390,762.50	2,907,203.13	1,499,675.00	686,990.63	7,580,281.26
02/01/35	182,787.50	288,503.13	215,700.00	7,116,990.63	—
08/01/35	2,517,787.50	3,013,503.13	1,585,700.00	584,703.13	7,803,981.26
02/01/36	141,925.00	247,628.13	195,150.00	7,464,703.13	—
08/01/36	2,656,925.00	3,127,628.13	1,680,150.00	475,215.63	8,049,406.26
02/01/37	97,912.50	204,428.13	172,875.00	7,825,215.63	—
08/01/37	2,797,912.50	3,259,428.13	1,767,875.00	358,215.63	8,300,431.26
02/01/38	50,662.50	158,603.13	148,950.00	8,208,215.63	—
08/01/38	2,945,662.50	3,393,603.13	1,868,950.00	233,228.13	8,566,431.26
02/01/39	—	110,078.13	123,150.00	5,493,228.13	—
08/01/39	—	3,530,078.13	1,963,150.00	152,190.63	5,726,456.26
02/01/40	—	56,640.63	95,550.00	5,757,190.63	—
08/01/40	—	3,681,640.63	2,075,550.00	65,850.00	5,909,381.26
02/01/41	—	—	65,850.00	2,185,850.00	—
08/01/41	—	—	2,185,850.00	34,050.00	2,251,700.00
02/01/42	—	—	34,050.00	2,304,050.00	—
08/01/42	—	—	2,304,050.00	3,406,315.63	2,338,100.00

**TAHOE FOREST HOSPITAL DISTRICT
GO BOND TAX RATE CALCULATION SUMMARY
FOR FISCAL YEAR 2026/2027**

	75% Reserve Use RECOMMENDED	ORIGINAL ESTIMATED MAXIMUM RATE PER \$100,000	100% Reserve Use ALTERNATIVE ONE	85% Reserve Use ALTERNATIVE TWO	75% Reserve Use ALTERNATIVE THREE	50% Reserve Use ALTERNATIVE THREE	25% Reserve Use ALTERNATIVE FOUR	No Reserve Use ALTERNATIVE FIVE
FOR FISCAL YEAR 2026/2027								
SERIES 2015 (Previously Series A)	\$ 3.64	\$ 7.51	\$ 2.97	\$ 3.37	\$ 3.64	\$ 4.31	\$ 4.99	\$ 5.66
SERIES 2016 (Previously Series B)	\$ 7.57	\$ 7.57	\$ 7.57	\$ 7.57	\$ 7.57	\$ 7.57	\$ 7.57	\$ 7.57
SERIES 2019 (Previously Series C)	\$ 3.68	\$ 3.68	\$ 3.68	\$ 3.68	\$ 3.68	\$ 3.68	\$ 3.68	\$ 3.68
TOTAL RATE PER \$100,000	\$ 14.89	\$ 18.76	\$ 14.22	\$ 14.62	\$ 14.89	\$ 15.56	\$ 16.24	\$ 16.91
Required Debt Service Payment	\$ 6,084,431.26	\$ 6,084,431.26	\$ 6,084,431.26	\$ 6,084,431.26	\$ 6,084,431.26	\$ 6,084,431.26	\$ 6,084,431.26	\$ 6,084,431.26
Tax Revenue Generated per Rate/\$100,000	\$ 5,357,994.38	\$ 6,750,569.14	\$ 5,116,902.62	\$ 5,260,838.00	\$ 5,357,994.38	\$ 5,599,086.13	\$ 5,843,776.27	\$ 6,084,868.02
Contribution from/(to) FY 2025/2026 Reserve	\$ 726,436.88	\$ (666,137.88)	\$ 971,097.93	\$ 825,433.24	\$ 728,323.45	\$ 485,548.97	\$ 242,774.48	\$ -
Due to Rounding of the Rate	\$ -	\$ -	\$ (3,569.29)	\$ (1,839.98)	\$ (1,886.56)	\$ (203.84)	\$ (2,119.49)	\$ (436.76)
Reserves Remaining for FY 2027/2028	\$ 244,661.05	\$ 971,097.93	\$ -	\$ 145,664.69	\$ 242,774.48	\$ 485,548.97	\$ 728,323.45	\$ 971,097.93
Percentage of Reserves Remaining for FY 2027/2028	25.19%	100.00%	0.00%	15.00%	25.00%	50.00%	75.00%	100.00%

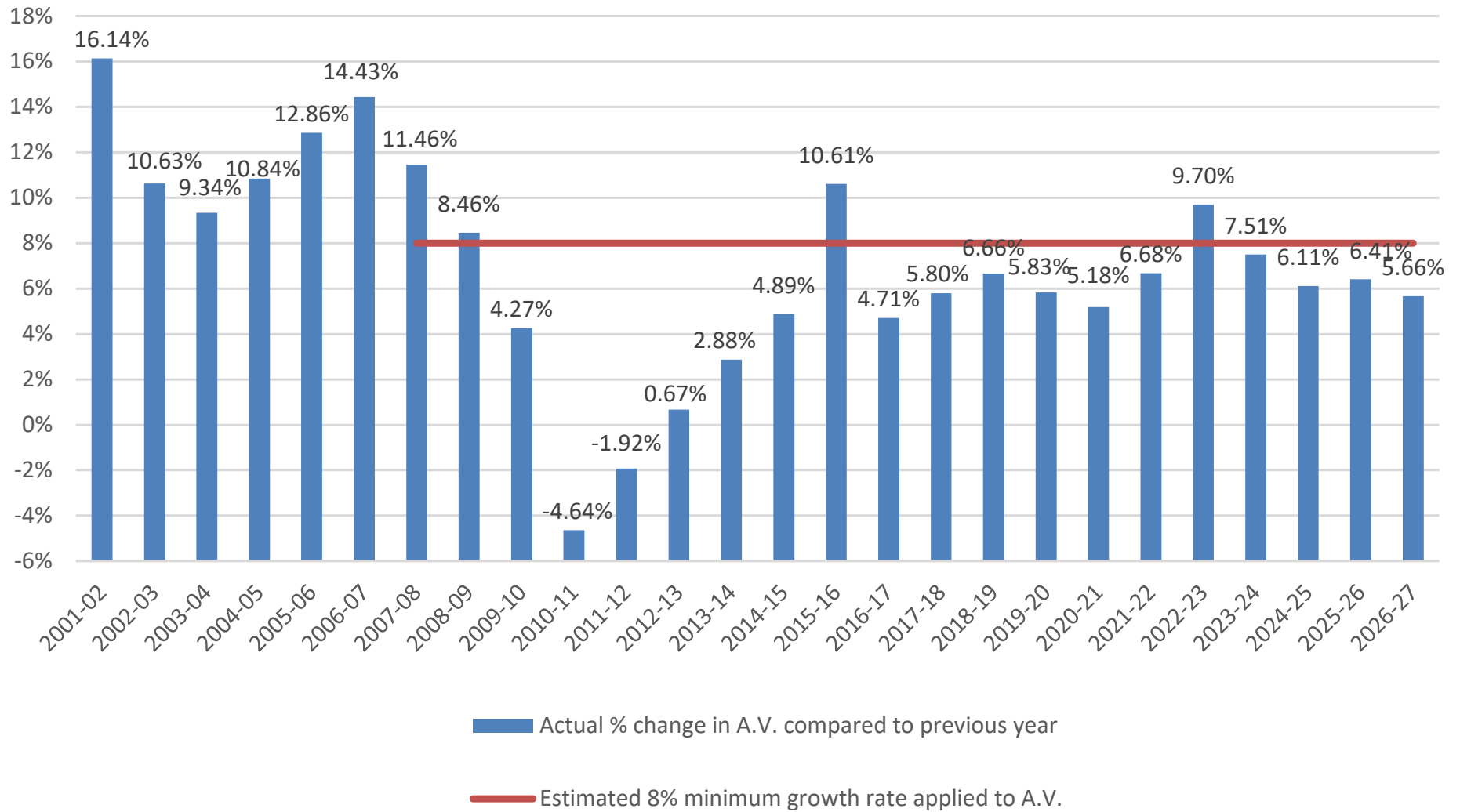
	2022/2023	2023/2024	2024/2025	2025/2026	2024/2025 vs 2025/2026		2026/2027	2025/2026 vs 2026/2027	
					VARIANCE \$	VARIANCE %		VARIANCE \$	VARIANCE %
COUNTY OF PLACER									
LOCAL SECURED	\$ 18,537,902,177	\$ 19,781,969,717	\$ 21,013,200,721	\$ 22,311,131,808	\$ 1,297,931,087	6.18%	\$ 23,649,454,543	\$ 1,338,322,735	6.00%
UNSECURED	\$ 319,828,234	\$ 377,504,720	\$ 389,183,697	\$ 438,014,662	\$ 48,830,965	12.55%	\$ 425,110,815	\$ (12,903,847)	-2.95%
TOTAL ASSESSED VALUES	\$ 18,857,730,411	\$ 20,159,474,437	\$ 21,402,384,418	\$ 22,749,146,470	\$ 1,346,762,052	6.29%	\$ 24,074,565,358	\$ 1,325,418,888	5.83%
COUNTY OF NEVADA									
LOCAL SECURED	\$ 9,045,876,878	\$ 9,801,650,578	\$ 10,425,200,898	\$ 11,124,905,622	\$ 699,704,724	6.71%	\$ 11,717,793,095	\$ 592,887,473	5.33%
UNSECURED	\$ 183,216,665	\$ 234,532,763	\$ 211,956,709	\$ 218,230,145	\$ 6,273,436	2.96%	\$ 230,841,894	\$ 12,611,749	5.78%
TOTAL ASSESSED VALUES	\$ 9,229,093,543	\$ 10,036,183,341	\$ 10,637,157,607	\$ 11,343,135,767	\$ 705,978,160	6.64%	\$ 11,948,634,989	\$ 605,499,222	5.34%
COMBINED COUNTIES									
LOCAL SECURED	\$ 27,583,779,055	\$ 29,583,620,295	\$ 31,438,401,619	\$ 33,436,037,430	\$ 1,997,635,811	6.35%	\$ 35,367,247,638	\$ 1,931,210,208	5.78%
UNSECURED	\$ 503,044,899	\$ 612,037,483	\$ 601,140,406	\$ 656,244,807	\$ 55,104,401	9.17%	\$ 655,952,709	\$ (292,098)	-0.04%
TOTAL ASSESSED VALUES	\$ 28,086,823,954	\$ 30,195,657,778	\$ 32,039,542,025	\$ 34,092,282,237	\$ 2,052,740,212	6.41%	\$ 36,023,200,347	\$ 1,930,918,110	5.66%

**TAHOE FOREST HOSPITAL DISTRICT
GO BOND TAX RATE CALCULATION SUMMARY
FOR FISCAL YEAR 2025/2026**

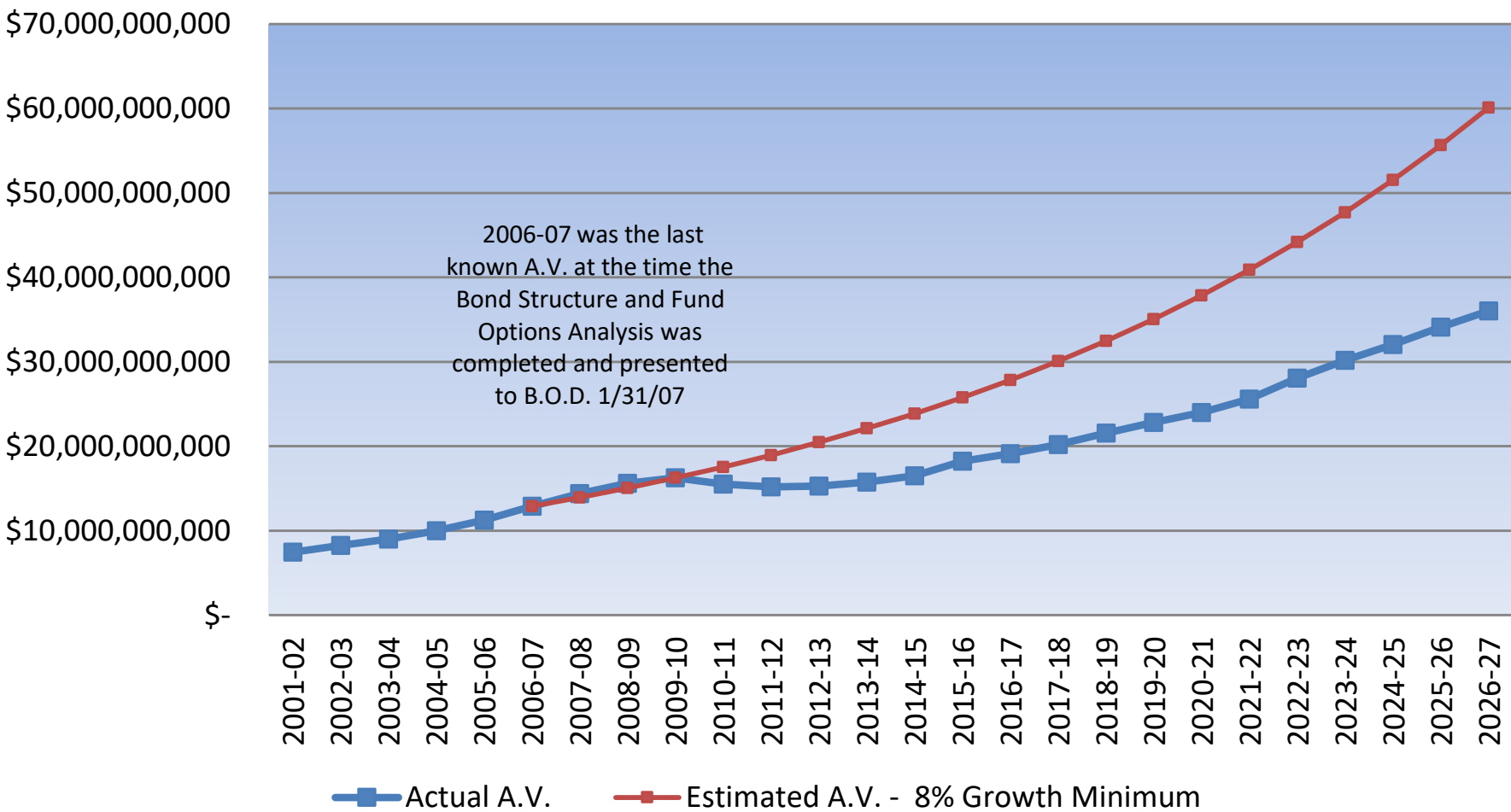
	75% Reserve Use RECOMMENDED	ORIGINAL ESTIMATED MAXIMUM RATE PER \$100,000	100% Reserve Use ALTERNATIVE ONE	85% Reserve Use ALTERNATIVE TWO	75% Reserve Use ALTERNATIVE THREE	50% Reserve Use ALTERNATIVE THREE	25% Reserve Use ALTERNATIVE FOUR	No Reserve Use ALTERNATIVE FIVE
FOR FISCAL YEAR 2025/2026								
SERIES 2015 (Previously Series A)	\$ 3.63	\$ 7.18	\$ 2.91	\$ 3.34	\$ 3.63	\$ 4.35	\$ 5.06	\$ 5.78
SERIES 2016 (Previously Series B)	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82	\$ 7.82
SERIES 2019 (Previously Series C)	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75	\$ 3.75
TOTAL RATE PER \$100,000	\$ 15.21	\$ 18.76	\$ 14.49	\$ 14.92	\$ 15.21	\$ 15.92	\$ 16.64	\$ 17.36
Required Debt Service Payment	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26	\$ 5,910,931.26
Tax Revenue Generated per Rate/\$100,000	\$ 5,178,296.70	\$ 6,388,325.61	\$ 4,934,085.18	\$ 5,080,612.09	\$ 5,178,296.70	\$ 5,422,508.22	\$ 5,666,719.75	\$ 5,910,931.27
Contribution from/(to) FY 2024/2025 Reserve	\$ 732,634.56	\$ -	\$ 976,846.09	\$ 830,319.18	\$ 732,634.56	\$ 488,423.05	\$ 244,211.52	\$ -
Due to Rounding of the Rate	\$ (0.00)	\$ (477,394.35)	\$ (0.01)	\$ (0.01)	\$ (0.00)	\$ (0.00)	\$ (0.01)	\$ (0.01)
Reserves Remaining for FY 2026/2027	\$ 244,211.53	\$ 1,454,240.44	\$ -	\$ 146,526.91	\$ 244,211.53	\$ 488,423.05	\$ 732,634.57	\$ 976,846.09
Percentage of Reserves Remaining for FY 2026/2027	25.00%	148.87%	0.00%	15.00%	25.00%	50.00%	75.00%	100.00%

	2021/2022	2022/2023	2023/2024	2024/2025	2023/2024 vs 2024/2025		2025/2026	2023/2024 vs 2024/2025	
					VARIANCE \$	VARIANCE %		VARIANCE \$	VARIANCE %
COUNTY OF PLACER									
LOCAL SECURED	\$ 16,897,482,212	\$ 18,537,902,177	\$ 19,781,969,717	\$ 21,013,200,721	\$ 1,231,231,004	6.22%	\$ 22,311,131,808	\$ 1,297,931,087	6.18%
UNSECURED	\$ 264,306,611	\$ 319,828,234	\$ 377,504,720	\$ 389,183,697	\$ 11,678,977	3.09%	\$ 438,014,662	\$ 48,830,965	12.55%
TOTAL ASSESSED VALUES	\$ 17,161,788,823	\$ 18,857,730,411	\$ 20,159,474,437	\$ 21,402,384,418	\$ 1,242,909,981	6.17%	\$ 22,749,146,470	\$ 1,346,762,052	6.29%
COUNTY OF NEVADA									
LOCAL SECURED	\$ 8,285,776,104	\$ 9,045,876,878	\$ 9,801,650,578	\$ 10,425,200,898	\$ 623,550,320	6.36%	\$ 11,124,905,622	\$ 699,704,724	6.71%
UNSECURED	\$ 154,926,703	\$ 183,216,665	\$ 234,532,763	\$ 211,956,709	\$ (22,576,054)	-9.63%	\$ 218,230,145	\$ 6,273,436	2.96%
TOTAL ASSESSED VALUES	\$ 8,440,702,807	\$ 9,229,093,543	\$ 10,036,183,341	\$ 10,637,157,607	\$ 600,974,266	5.99%	\$ 11,343,135,767	\$ 705,978,160	6.64%
COMBINED COUNTIES									
LOCAL SECURED	\$ 25,183,258,316	\$ 27,583,779,055	\$ 29,583,620,295	\$ 31,438,401,619	\$ 1,854,781,324	6.27%	\$ 33,436,037,430	\$ 1,997,635,811	6.35%
UNSECURED	\$ 419,233,314	\$ 503,044,899	\$ 612,037,483	\$ 601,140,406	\$ (10,897,077)	-1.78%	\$ 656,244,807	\$ 55,104,401	9.17%
TOTAL ASSESSED VALUES	\$ 25,602,491,630	\$ 28,086,823,954	\$ 30,195,657,778	\$ 32,039,542,025	\$ 1,843,884,247	6.11%	\$ 34,092,282,237	\$ 2,052,740,212	6.41%

Analysis of Assessed Values (A.V.)



Analysis of Assessed Values (A.V.)





GINA S. WILL, AUDITOR-CONTROLLER

Office of the Auditor-Controller
950 Maidu Avenue, Suite 230
P.O. Box 599002
Nevada City, CA 95959-7902
(530) 265-1244

auditor.controller@nevadacountyca.gov

Notification of 2026/27 Assessed Values

Delivery via email

Date: July 02, 2026

To: Tahoe Forest Hospital

Listed below are the 2026/27 assessed values for your district:

	<u>NET VALUATION</u>	<u>HOPTR</u>	<u>TOTAL</u>
Local Secured Roll	\$11,690,644,033	\$24,415,201	\$11,715,059,234
Preliminary BOE Roll	\$2,733,861	-	\$2,733,861
Unsecured Roll	\$230,834,894	\$7,000	\$230,841,894

Please use these values to estimate any voter-approved indebtedness under Article XIII-A Sec 1(b) of the California Constitution.

The annual estimated property tax revenue letter will be mailed in October.

Thank you,

Tyler Davis & Maria Duarte Rivas
Property Tax Division
Auditor-Controller's Office
Office: (530) 265-1244
propertytax.auditor@nevadacountyca.gov



COUNTY OF PLACER

OFFICE OF THE AUDITOR-CONTROLLER

ANDREW C. SISK, CPA
Auditor-Controller
E-mail: asisk@placer.ca.gov

NICOLE C. HOWARD, CPA
Assistant Auditor-Controller
E-mail: nhoward@placer.ca.gov

July 1, 2026

Tax Code 42108

Tahoe Forest Hospital
P. O. Box 759
Truckee, CA 96160-0759

This is to certify that the assessed valuation of the Tahoe Forest Hospital is as follows for 2026/27:

ROLLS	NET VALUATION	HOPTR EXEMPT	GROSS VALUE USED FOR TAX COMP PURPOSES
Local Secured	23,634,394,743	15,059,800	23,649,454,543
Unsecured	425,103,815	7,000	425,110,815

Article XIII-A of the California Constitution, Sec 1(b) (enacted by Proposition 13), provides for the levying of property taxes to pay voter approved indebtedness. These are the values to use for this purpose.

Please call if you have any questions concerning the above valuations.

Sincerely,

ANDREW C. SISK, CPA
AUDITOR-CONTROLLER

By: Anthony P. Helm

Anthony P. Helm
Property Tax Analyst

2026/27

TAHOE FOREST HOSPITAL DISTRICT GO BONDS SERIES 2015 (Previously Series A)

OCA _____ PCA _____ Dept _____ TAX CODE _____
Fund _____ Subfund _____

COMPUTATION OF TAX RATE - SCHEDULE 1

TOTAL BUDGET REQUIREMENT (Schedule 3)		2,034,025.00
LESS: AVAILABLE FINANCING (Schedule 2)		728,323.45
AMOUNT NEEDED TO BE RAISED - PROP TAX & STATE		1,305,701.55
	SECURED	UNSECURED
NET SECURED VALUATION-PLACER CO.	23,634,394,743	
NET SECURED VALUATION-NEVADA CO.	11,690,644,033	
UTILITY VALUATION-PLACER CO.	0	
UTILITY VALUATION-NEVADA CO.	2,733,861	
NET UNSECURED VALUATION-PLACER CO. (includes Airplanes)		425,103,815
NET UNSECURED VALUATION-NEVADA CO.		230,834,894
TOTAL NET VALUATION	35,327,772,637	655,938,709
	RATE	
LESS: DELINQUENCY ALLOWANCE-PLACER CO.	6.0000%	Teetered-N/A
LESS: DELINQUENCY ALLOWANCE-NEVADA CO.		25,506,229
LESS: RDA OR OTHER VALUE ADJ		13,850,094
TOTAL NET VALUATION AFTER ADJ	N/A	N/A
	35,327,772,637	616,582,386
ADD: HOPTR EXEMPTION-PLACER CO.	15,059,800	7,000
ADD: HOPTR EXEMPTION-NEVADA CO.	24,415,201	7,000
ADJUSTED VALUATION FOR RATE COMPUTATION	35,367,247,638	616,596,386
UNSECURED TAX RATE (Secured rate from prior year)		0.0036286%
UNSECURED PROPERTY TAX RAISED-PLACER CO.		14,499.71
UNSECURED PROPERTY TAX RAISED-NEVADA CO.		7,873.46
UNSECURED HOPTR RAISED-PLACER CO.		0.25
UNSECURED HOPTR RAISED-NEVADA CO.		0.25
AMOUNT TO BE RAISED ON UNSECURED ROLL		22,373.68
CALCULATION OF SECURED TAX RATE:		
AMOUNT NEEDED TO BE RAISED (from above)	1,305,701.55	
LESS: AMOUNT TO BE RAISED ON UNSEC ROLL (from above)	22,373.68	
AMOUNT NEEDED TO BE RAISED FROM SECURED ROLL	1,283,327.88	
SECURED TAX RATE	0.0036286%	\$3.63
SECURED PROPERTY TAX RAISED-PLACER CO.		857,592.26
SECURED PROPERTY TAX RAISED-NEVADA CO.		424,303.24
HOPTR RAISED-PLACER CO.		546.46
HOPTR RAISED-NEVADA CO.		885.92
TOTAL AMOUNT TO BE RAISED ON SECURED ROLL		1,283,327.88
TOTAL AMOUNT TO BE RAISED ON SEC & UNSEC ROLL		1,305,701.56
DIFFERENCE BETWEEN AMOUNT NEEDED & AMOUNT RAISED		(0.00)
BUDGET: NEVADA CO. =	433,062.88	
BUDGET: PLACER CO. =	872,638.67	

2026/27

TAHOE FOREST HOSPITAL DISTRICT GO BONDS 2016 (Previously SERIES B 2010)

OCA _____ PCA _____ Dept _____ TAX CODE _____
Fund _____ Subfund _____

COMPUTATION OF TAX RATE - SCHEDULE 1

TOTAL BUDGET REQUIREMENT (Schedule 3) 2,724,756.26

LESS: AVAILABLE FINANCING (Schedule 2) 0.00

AMOUNT NEEDED TO BE RAISED - PROP TAX & STATE 2,724,756.26

	SECURED	UNSECURED
NET SECURED VALUATION-PLACER CO.	23,634,394,743	
NET SECURED VALUATION-NEVADA CO.	11,690,644,033	
UTILITY VALUATION-PLACER CO.	0	
UTILITY VALUATION-NEVADA CO.	2,733,861	
NET UNSECURED VALUATION-PLACER CO. (includes Airplanes)		425,103,815
NET UNSECURED VALUATION-NEVADA CO.		230,834,894
TOTAL NET VALUATION	35,327,772,637	655,938,709

	RATE	SECURED	UNSECURED
LESS: DELINQUENCY ALLOWANCE-PLACER CO.	6.0000%	Teetered-N/A	25,506,229
LESS: DELINQUENCY ALLOWANCE-NEVADA CO.			13,850,094
LESS: RDA OR OTHER VALUE ADJ		N/A	N/A
TOTAL NET VALUATION AFTER ADJ		35,327,772,637	616,582,386

ADD: HOPTR EXEMPTION-PLACER CO.	15,059,800	7,000
ADD: HOPTR EXEMPTION-NEVADA CO.	24,415,201	7,000

ADJUSTED VALUATION FOR RATE COMPUTATION	35,367,247,638	616,596,386
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UNSECURED TAX RATE (Secured rate from prior year) **0.0075722%**

UNSECURED PROPERTY TAX RAISED-PLACER CO.	30,258.19
UNSECURED PROPERTY TAX RAISED-NEVADA CO.	16,430.45
UNSECURED HOPTR RAISED-PLACER CO.	0.53
UNSECURED HOPTR RAISED-NEVADA CO.	0.53

AMOUNT TO BE RAISED ON UNSECURED ROLL 46,689.70

CALCULATION OF SECURED TAX RATE:

AMOUNT NEEDED TO BE RAISED (from above)	2,724,756.26
LESS: AMOUNT TO BE RAISED ON UNSEC ROLL (from above)	46,689.70
AMOUNT NEEDED TO BE RAISED FROM SECURED ROLL	2,678,066.56

SECURED TAX RATE **0.0075722%** \$7.57

SECURED PROPERTY TAX RAISED-PLACER CO.	1,789,635.51
SECURED PROPERTY TAX RAISED-NEVADA CO.	885,441.94

HOPTR RAISED-PLACER CO.	1,140.35
HOPTR RAISED-NEVADA CO.	1,848.76

TOTAL AMOUNT TO BE RAISED ON SECURED ROLL 2,678,066.56**TOTAL AMOUNT TO BE RAISED ON SEC & UNSEC ROLL 2,724,756.26**

DIFFERENCE BETWEEN AMOUNT NEEDED & AMOUNT RAISED 0.00

BUDGET: NEVADA CO. =	903,721.68
BUDGET: PLACER CO. =	1,821,034.58

2026/27

TAHOE FOREST HOSPITAL DISTRICT GO BONDS 2019 (Previously SERIES C 2012)

OCA _____ PCA _____ Dept _____ TAX CODE _____
Fund _____ Subfund _____

COMPUTATION OF TAX RATE - SCHEDULE 1

TOTAL BUDGET REQUIREMENT (Schedule 3)	1,325,650.00
LESS: AVAILABLE FINANCING (Schedule 2)	0.00
AMOUNT NEEDED TO BE RAISED - PROP TAX & STATE	1,325,650.00

	SECURED	UNSECURED
NET SECURED VALUATION-PLACER CO.	23,634,394,743	
NET SECURED VALUATION-NEVADA CO.	11,690,644,033	
UTILITY VALUATION-PLACER CO.	0	
UTILITY VALUATION-NEVADA CO.	2,733,861	
NET UNSECURED VALUATION-PLACER CO. (includes Airplanes)		425,103,815
NET UNSECURED VALUATION-NEVADA CO.		230,834,894
TOTAL NET VALUATION	35,327,772,637	655,938,709
	RATE	
LESS: DELINQUENCY ALLOWANCE-PLACER CO.	6.0000%	Teetered-N/A
LESS: DELINQUENCY ALLOWANCE-NEVADA CO.		25,506,229
LESS: RDA OR OTHER VALUE ADJ		13,850,094
TOTAL NET VALUATION AFTER ADJ	N/A	N/A
	35,327,772,637	616,582,386
ADD: HOPTR EXEMPTION-PLACER CO.	15,059,800	7,000
ADD: HOPTR EXEMPTION-NEVADA CO.	24,415,201	7,000
ADJUSTED VALUATION FOR RATE COMPUTATION	35,367,247,638	616,596,386

UNSECURED TAX RATE (Secured rate from prior year) **0.0036840%**

UNSECURED PROPERTY TAX RAISED-PLACER CO.	14,721.23
UNSECURED PROPERTY TAX RAISED-NEVADA CO.	7,993.75
UNSECURED HOPTR RAISED-PLACER CO.	0.26
UNSECURED HOPTR RAISED-NEVADA CO.	0.26

AMOUNT TO BE RAISED ON UNSECURED ROLL 22,715.50

CALCULATION OF SECURED TAX RATE:

AMOUNT NEEDED TO BE RAISED (from above)	1,325,650.00
LESS: AMOUNT TO BE RAISED ON UNSEC ROLL (from above)	22,715.50
AMOUNT NEEDED TO BE RAISED FROM SECURED ROLL	1,302,934.50

SECURED TAX RATE 0.0036840% \$3.68

SECURED PROPERTY TAX RAISED-PLACER CO.	870,694.51
SECURED PROPERTY TAX RAISED-NEVADA CO.	430,785.73
HOPTR RAISED-PLACER CO.	554.81
HOPTR RAISED-NEVADA CO.	899.46

TOTAL AMOUNT TO BE RAISED ON SECURED ROLL 1,302,934.50**TOTAL AMOUNT TO BE RAISED ON SEC & UNSEC ROLL 1,325,650.00**

DIFFERENCE BETWEEN AMOUNT NEEDED & AMOUNT RAISED 0.00

BUDGET: NEVADA CO. = 439,679.19
BUDGET: PLACER CO. = 885,970.80