



TAHOE FOREST
HEALTH SYSTEM

TRUE NORTH 2030

Tahoe Forest Health System
2027 - 2030 Strategy

Health Within Reach | Community Guided | Transformation





A Shared Commitment to the Future of Care

For generations, Tahoe Forest Health System has been part of this community, caring for neighbors, supporting families and helping this region flourish.

Today, we are at an important crossroads.

Healthcare is evolving, and so are the needs of our community. Expectations are higher, demand is growing and the way people want to get their care is changing.

Change can feel disruptive and uncertain, particularly in healthcare. But more importantly, it creates an opportunity to rethink how care is delivered, strengthen local access, invest in what matters most and shape a healthcare system that is better prepared for the future. The path ahead holds tremendous potential, and we are poised to shape what care looks like in this region for years to come.

This plan begins with listening.

Through our 5,000 Voices listening tour, we heard from thousands of patients, staff and community members. And what we heard was clear — people value the care they receive and the people who provide it. They also want care that is easier to access, easier to navigate and closer to home.

We also heard something more.

A belief that we can and must do more. That we can think bigger, act more boldly and better reflect the strength and character of the community we serve.

As a locally governed health system, we are accountable to this community. Our responsibility is not only to provide care, but to serve in a way that reflects the needs, priorities and voice of the people who call this region home. That means approaching our work not only for the community, but with it.

This is not a moment for incremental change.

It is a moment to rethink care delivery, to expand thoughtfully where it matters most and to strengthen the capabilities needed to meet what comes next. The True North strategic planning process calls on all of us, healthcare providers and community alike, to act with purpose, to make clear choices and to stay focused on what will strengthen our community, our healthcare and our well-being.

This work will take time, discipline and a shared commitment. We will move forward with transparency, continue listening and hold ourselves accountable for the progress we make.

This True North planning process offers a rare and invaluable opportunity to come together, boldly address the rapid economic, social and healthcare changes happening around us and make strategic decisions that will deliver a healthcare system that fits the unique and inspiring aspirations of the Tahoe region.



Anna M. Roth
President & CEO



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A Defining Moment

The communities in the Tahoe Forest Health District are something different.

It's a place where you know your neighbors. Where the same person you ski with may also be your child's pediatrician. Where nature's beauty sets the tone for healthy living, and where shooting for the stars isn't the exception, it's the norm.

Beyond the breathtaking lakes, soaring peaks and endless outdoor recreation, these Sierra Nevada communities are defined by a deep sense of connection.

Tahoe Forest Health System reflects that same spirit.



Created by the residents of this region, TFHS has always been personal, locally grounded and committed to providing the highest level of care.

While the people who call this region home share many sensibilities, they come from different backgrounds and places, including mountain and lake communities, the North and South Shore, long-time residents and part-time residents. What unites them is a shared expectation: a health system that is local, accessible, responsive and worthy of the community it serves.

This True North strategic plan reflects those voices and sets a clear path for how TFHS will grow, invest and evolve to meet the needs of this community.

Healthcare is changing, and this plan is designed to respond with focus and flexibility, while remaining grounded in a commitment to the people of this region. The decisions we make now will shape the future of care in our community.

Why This Moment Matters

Our community is changing. Healthcare needs are growing, expectations are rising and demand for care continues to increase.

TFHS has earned deep trust by providing high-quality, compassionate care. At the same time, important challenges remain:

- Getting timely access to care
 - Receiving care close to home
 - Understanding and affording the cost of care
 - Navigating a rapidly changing healthcare landscape
- Responding to increased competition in the region

If we do not act, these challenges will continue to grow.

People may face longer wait times, fewer options for local care and greater difficulty accessing the services they need. More patients may need to travel outside the region for care.

Meeting these challenges demands more than incremental change. It requires discipline, strengthening the foundation of care first and building thoughtfully from there.

A Shared Commitment

True North reflects more than strategy. It is a shared commitment to the future of care for our community.

The opportunity ahead is to strengthen access, expand options, improve the care experience and ensure that services remain available close to home. This plan sets a clear direction for where we will focus, how we will grow and how we will deliver care in ways that better serve our community.

By staying focused and working together, TFHS will continue to provide high-quality care while ensuring that it remains accessible, sustainable and within reach for every person we care for, now and in the future.

This work is also strengthened by the extraordinary generosity and partnership of our community through the Tahoe Forest Health System and Incline Village Community Hospital Foundations. Philanthropic investments continue to expand access to care, advance technology, support cancer and emergency services, strengthen women and newborn care and modernize critical facilities across the region. From major capital projects and diagnostic imaging enhancements to patient assistance programs and workforce support, these efforts reflect a community deeply invested in the future of local healthcare and the long-term success of True North.

TFHS FACT

41%

more patients
cared for since
FY2019



About Tahoe Forest Health System

TFHS was born from a deep commitment to community and care.

In 1949, residents came together to form the Tahoe Forest Hospital District, following a generous land donation from the Joseph family after the tragic loss of Margaret Joseph. Their vision was simple but powerful: to ensure that no one in this community would have to leave the region to receive the care they needed.

From a small, 12-bed hospital, TFHS has grown alongside the community it serves. Today, it is a locally governed health system providing care across Truckee and North Lake Tahoe.

TFHS offers a comprehensive range of services designed to meet the region's evolving needs.

By the community, For the Community



RECOGNIZED FOR EXCELLENCE

Gene Upshaw
Memorial
Cancer Center

Level III
Trauma
Center

Pediatric
Readiness
Assessment

ACHC Primary
Stroke Center

Geriatric
Emergency
Department
Accreditation

Baby-Friendly®
Designation



2
STATES

6
COUNTIES

2
HOSPITALS

BEDS

25
TFH

4
IVCH

37
SKILLED NURSING

50 K
RESIDENTS SERVED

166K +
OUTPATIENT VISITS

\$787M
FY 26 PROJECTED
GROSS REVENUE

1.9K
WORKFORCE

95%+
PATIENT SATISFACTION

30+
SPECIALTY SERVICES

88%
LOCALS RECEIVED
CARE SINCE 2023

MISSION

Enhance the health of our communities through excellence and compassion in all we do

VISION

Be the health system of choice and the best mountain health system in the nation

VALUES

Quality
Understanding
Excellence
Stewardship
Teamwork

From Winning Aspirations to True North

The Winning Aspirations have guided TFHS' strategy in recent years, defining what success looked like across community, service, quality, people and financial performance. They reflect long-standing commitments to the people we serve and the standards we hold ourselves to as an organization.

As the healthcare landscape and community expectations have evolved, so must our approach.

The True North Strategic Plan builds on this foundation by establishing a more focused, disciplined strategy for how TFHS will move forward. It clarifies where we will prioritize our efforts and how we will deliver on the commitments that matter most to our community.

This direction is grounded in what we heard from our community and what the data make clear: improving access, strengthening the care experience and reducing barriers to care must come first. These foundational elements shape everything else — from quality outcomes to workforce stability, thoughtful growth and long-term financial strength.

Four guiding commitments define this approach:

ACCESS FIRST:

Prioritizing timely, reliable entry to care,
with primary care as the foundation

REDUCING BARRIERS TO CARE:

Improving cost transparency and
helping patients navigate financial challenges

RELATIONSHIPS AND NAVIGATION:

Delivering coordinated, personalized care
with clear guidance across the system

SEQUENCED, INTENTIONAL GROWTH:

Strengthening foundational services before expanding

Together, these commitments establish a disciplined, community-driven path forward.

The principles reflected in the Winning Aspirations continue to inform this work. Rather than existing as a separate framework, they are carried forward through the implementation of True North, shaping how we define success and how we measure our impact over time.

While the aspirations naturally overlap across multiple aims, that overlap reflects the interconnected nature of healthcare, where access, quality, culture, community trust and financial strength are all interdependent and must work together to achieve lasting impact.

HEALTH WITHIN REACH

This aim focuses on how people experience care — timely access, clear guidance, reliable services, transparency and strong outcomes.

It touches on: service, quality and finance (partial)

COMMUNITY GUIDED

This aim is about listening, partnership, responsiveness and making growth decisions based on what the community needs.

It supports: community, people and finance (partial)

TRANSFORMATION

This aim is the organizational engine — culture, governance, workforce, implementation and performance.

It will address: people, culture and finance (partial)

We Asked. You Answered.

What our community needs from us now and in the future

What We Heard From Our Community

As part of this strategic planning process, TFHS undertook an ambitious six-month community outreach effort to hear from our patients, the community and our staff about their healthcare expectations, experiences and concerns.

Based on more than 6,500 individual points of feedback from people across the region, a clear and consistent message emerged. Overall, people value TFHS, but their experience is not always as easy to access, navigate or afford as they would like.

Several themes stand out:

- Access is the single most pressing concern, with a clear need to improve timely access to primary care and other essential services
- People want improved access and transparent cost information, before expanding services
- There is a strong expectation that improvements should be sequenced, with foundational issues addressed first
- Care should feel connected, coordinated and easy to navigate, with clear guidance and continuity over time
- Trust in care is strong and built through consistent, relationship-based experiences

TFHS FACT

~6.5K

community and
staff voices helped
shape this plan



- Certain services are working well and valued, while gaps remain in key areas such as women's health, mental health and select specialties

A full summary of the Community Voices input is included in the appendix.

What We Know – Community Health Needs Assessment

The 2025 Community Health Needs Assessment highlights the most significant health challenges facing our region and where people experience the greatest barriers to care.

A summary of findings is included in the appendix and the full report is available online at tfhd.com/commitment/community-health/needs-assessments-reports/.

Priority Health Needs Identified

- Access to health care services, including the cost of prescriptions, the ability to get routine and preventive care and having a regular primary care provider
- Mental health, including depression, anxiety and suicide
- Substance use, including alcohol and drug-related impacts
- Chronic conditions, including heart disease, stroke and cancer
- Disabling conditions and caregiving needs
- Injury and violence prevention
- Oral health and access to dental coverage
- Social determinants of health, including food access and food insecurity

TFHS FACT

68%



growth in patients coming from outside the region since FY2019

What This Means

Where community needs and system realities intersect:

- Access is the foundation, and challenges in getting care affect everything else
- Barriers to care are layered, including cost, availability and navigation
- Trust in providers is strong, but the overall experience with the health system is not always consistent
- People need care that feels connected, coordinated and easy to navigate
- Behavioral health, chronic conditions and basic needs highlight the importance of ongoing, coordinated care

These shared priorities reflect what our community needs most today and set the foundation for how we will move forward:

Care close to home

Timely, reliable access to services

Lower cost, easy-to-understand care

A more connected, coordinated and easy-to-navigate care experience

A clear focus on strengthening the basics first, with thoughtful, sequenced growth

TFHS FACT

257%

10 year
revenue growth



We Must Lead What Comes Next

Healthcare is changing quickly and dramatically.

External trends, market forces and industry shifts are shaping how care is delivered, how people access services and how health systems operate across the country. These changes are already affecting our community and will continue to influence how care is provided in the years ahead.

What We See Ahead

Workforce and Staffing

- Workforce shortages and rising labor costs are affecting healthcare systems across the country
- Staffing shortages will continue, especially in rural and mountain communities, making it harder to access specialty and hospital care

Cost and Financial Pressures

- The cost of care will continue to rise, while more patients rely on Medicare and Medi-Cal
- Rising costs for labor, supplies, medications and more are putting pressure on healthcare providers

How Care Is Delivered

- More care will move out of hospitals and into clinics and community settings
- Fewer patients will need hospital stays, but those who do will have more complex care needs
- Emergency departments will see more patients requiring more intensive care

Technology and Expectations

- People expect digital tools to make care easier, faster and more accessible
- Expectations for convenience and coordination will continue to grow

Policy and Coverage

- Changes in policy and coverage may increase the number of uninsured patients and create additional financial strain on providers and health systems

What This Means for TFHS

- Demand for emergency and complex care will continue to grow
- More patients will rely on Medicare and Medi-Cal, increasing financial pressure
- Patients expect care to be accessible, convenient and close to home
- More care will need to be delivered outside of the hospital, with better coordination and use of advanced technologies (virtual care and artificial intelligence)

How We Will Respond

- Expand access through clinics, virtual care and other convenient care options
- Reduce barriers to care through clearer guidance, transparency and efficient operations
- Invest in the services our community needs most so more people can receive care close to home
- Strengthen high-performing services and grow specialty care where we can have the greatest impact
- Build a more flexible organization that can adapt as community needs continue to change

TFHS FACT

45%

of Nevada County
babies born at
Tahoe Forest
Hospital



Strategic Assessment

This analysis reflects community input, operational insights and external market analysis.



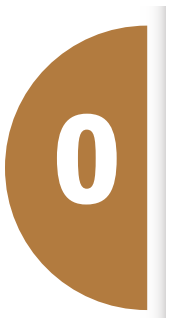
Strengths (Internal)

- High patient satisfaction and strong care quality
- Trusted local provider with deep community roots
- Strong position in a remote mountain region
- Large multi-specialty medical group
- Stable financial foundation



Weaknesses (Internal)

- Limited local access to some specialty care
- Recruiting and retaining workforce in a rural area
- Financial pressure from rising costs and reimbursement challenges
- Serving patients across a large mountain region



Opportunities (External)

- The changing healthcare environment challenges us to think differently locally
- Expand outpatient, virtual and community-based care
- Grow specialty services closer to home
- Improve access and coordination through technology
- Build strategic partnerships to strengthen care and sustainability
- Meet the needs of an aging and changing population



Threats (External)

- Growing regional affiliations with national partners and system consolidation
- Rising costs and continued reimbursement pressure
- Policy changes affecting coverage and uncompensated care
- Higher expectations for convenience and digital access

Strategic Implications

These trends and pressures make one thing clear: maintaining the status quo is not an option.

To meet the needs of our community and remain a strong, sustainable provider, TFHS must take a more focused and deliberate approach to how it grows, invests and delivers care.

Prioritize investments that improve access, strengthen quality and support long-term sustainability

Make clear choices about where to grow, where to partner and how to allocate resources

Adapt as needs continue to change, especially in access, workforce and care delivery

TFHS FACT

\$183M

invested in space
& equipment
over 10 years



Our True North

Our Path Forward

We have listened to our community and to the people who deliver care every day. We have learned from our data. And we have taken a close look at the challenges and opportunities that may reshape how we provide healthcare.

What we heard is clear. People want care that is easier to access, easier to understand and closer to home. They want services that reflect the region's needs and a healthcare system they can rely on.



At the same time, the healthcare landscape around us is changing. Costs are rising, workforce challenges continue and expectations for convenience, quality and coordination are increasing.

Together, these forces highlight the need for a thoughtful, bold and long-term strategic plan. While addressing immediate priorities, True North must also serve as an engine for building strong personnel, systems and infrastructure that will enable TFHS to meet future healthcare changes adroitly.

The True North Strategic Plan reflects what we heard, what we know about our community’s needs and what it will take to deliver care that is accessible, high-quality and sustainable. It provides clear priorities and disciplined strategies.

Through this plan, TFHS will:

Expand access and strengthen care close to home

Set a clear direction for how and where we will grow

Align resources with the needs that matter most

Track progress through measurable outcomes

Strengthen trust through transparency and accountability

True North is built around three aims – where we will focus to make the greatest impact

Together, these aims create a clear and focused direction for the future of care in our region.

Tahoe Forest True Aims



Health Within Reach

Access, choice, lower
cost & convenience



Community Guided

Sustain world-class care
shaped by community



Transformation

Accountability, alignment
& stronger governance



Health Within Reach

Care that is easy to access, easy to use,
lower cost and offers more choice

What this Means for Our Community

Health Within Reach means making TFHS the community's trusted place for everyday care.

Access to care is one of the most urgent challenges in the Tahoe region. People want to see a provider when they need one, without long waits and clear options to meet their needs. When it's hard to get an appointment for regular care, it can affect everything, from specialty care to overall health.

Getting care can also feel complicated and hard to navigate. When it's difficult to know where to go or what to do next, people may put off the care they need.

This aim focuses on making care easier to access and easier to use. TFHS will improve access to regular care, expand same-day and urgent care options and offer more ways to get care, including virtual visits and care closer to home. We will also make the experience simpler so people can move through their care with greater ease, clarity and confidence, with more choice in how and where they get care.

GOAL:

Strengthen TFHS as the community's trusted, accessible health home by ensuring timely access and delivering affordable care in ways that meet patients' needs.

TFHS FACT

\$10M



raised for Incline
Village Community
Hospital surgery
enhancement,
including \$7.8M
from Dave &
Cheryl Duffield
Foundation



KEY STRATEGIES

Modernize patients' experience across the system to ensure seamless, affordable and timely care

Provide a variety of care options that offer patients a choice in how they access care

Make healthcare access simple and intuitive for patients

Improve cost transparency and enhance financial navigation



INITIAL INVESTMENTS

- Primary care and front-line staffing
- Virtual care, mobile care and community-based services and infrastructure
- Strategic facility and campus investments that expand access and support future care delivery
- Systems that improve scheduling and patient navigation
- Targeted efforts to reduce the cost of common lab services
- Pilot efforts to lower costs and increase access for imaging services
- Digital and AI-enabled tools that improve patient experience, provider efficiency and decision-making





ALREADY IN MOTION

- System redesign: co-design and test improved care delivery, care teams, access to appointments and internal financial processes and billing
- Operational optimization
- Virtual care model research, pilot and testing
- Mobile Health Clinic, Sierra Center, Fabian Way Clinic and Gateway West Clinic: improving access, convenience and choices
- Lab Affordability Pilot
- Reintroduce financial assistance and customer service program
- Community pharmacy improvements: increase volume and improve timeliness, convenience and patient satisfaction
- Meds-to-Beds program launch
- Enhancing care technology



COMMUNITY GUIDED

Care and services shaped by
what matters most to our community

What this Means for Our Community

Community Guided means shaping care and services around what matters most to our community.

Healthcare needs are changing, and they don't look the same for everyone. In a region like ours, people bring different experiences, expectations and priorities when it comes to their health. To serve this community well, we must keep listening and be willing to adapt.

This aim focuses on how we decide where and how to grow. Tahoe Forest Health System will continue to engage patients, staff and partners to understand changing needs and identify gaps in care. We will use those insights, along with healthcare trends, to guide where we invest, what services we expand and how care evolves over time.

In some cases, that may mean strengthening services locally. In others, it may mean working with trusted partners to expand access while maintaining our local focus and independence. Every decision will be guided by what best serves our community and what we can sustain over time.

GOAL:

Deliver exceptional, world-class care by strengthening and expanding services, guided by what matters most to our community, staff and partners.

TFHS FACT

87%

10 year growth
in employed
workforce





KEY STRATEGIES

Modernize care model to strengthen and expand services

Continuously engage with the communities we serve, including patients, staff and partners, to understand changing needs and priorities

Track healthcare trends and new opportunities to stay current and responsive

Invest in services that reflect community priorities and align with our capacity and long-term sustainability



INITIAL INVESTMENTS

- Market analysis and planning to guide future growth decisions
- Priority care programs and select specialty services
- Clinical staff and expertise in targeted areas
- Facilities and operational investments that support long-term growth and environmental and community sustainability
- Facilities, equipment and space needed to support growth
- Community engagement efforts to support ongoing input
- Clinical AI tools
- Financial forecasting, modeling and analysis



ALREADY IN MOTION

- Continue and expand opportunities for ongoing community engagement and input with staff, patients, community partners and the greater community
- Optimization project for service lines
- Financial optimization
- Partnership with UC Davis ICU telemedicine support

TFHS FACT

Only 5%
of ER patients
transferred
when TFHS
is unable to
provide care





TRANSFORMATION

Strengthening how decisions are made, sharing responsibility and building accountability so we can deliver on what matters most

What this Means for Our Community

Transformation is about how we make decisions and how we work together to deliver better care.

To meet the needs of our community today and in the future, we need to work in ways that are more open, consistent and accountable. That means being clear about how decisions are made, who is involved and how we follow through.

This aim focuses on strengthening leadership, improving how teams work together and building a culture of continuous improvement. TFHS will support leaders and staff in making thoughtful, consistent decisions, learning from what works and improving over time. We will also expand how patients, staff and community members take part in decision-making, so responsibility is shared and decisions are better informed.

With shared decisions and clear accountability, we can build trust, make better choices and follow through on the priorities that matter most.

GOAL:

Leverage the wisdom, ingenuity and insights of our community to find solutions, share power and operate with accountability and alignment.



KEY STRATEGIES

Prioritize shared decision-making by creating a structure for ongoing community involvement

Accelerate a culture of continuous improvement, collaboration and scientific rigor where teams stay curious, learn from others and improve how work gets done every day

Cultivate disciplined, accountable leaders who share decision-making with patients, colleagues and the community

Strengthen provider engagement, alignment and performance to improve access, quality, efficiency and care delivery

Attract, develop and retain a strong, talented workforce

Collaborate with partners to expand access and strengthen care

TFHS FACT

~60%



of TFHS employees
live in the
communities
we serve



INITIAL INVESTMENTS

- Dedicated transformation leadership, including a Chief Transformation Officer, to guide implementation and drive progress across the organization
- Leadership development and capability-building to support continuous improvement
- Efforts that strengthen culture, teamwork and effectiveness
- Systems to track progress and improve performance
- Tools that improve communication and transparency
- Data, digital and AI-enabled tools that improve decision-making
- Strengthen financial and operational systems that support sustainability, transparency and informed decision-making
- Workforce recruitment, development and training
- Strategic affiliations that expand access while maintaining local focus and control



ALREADY IN MOTION

- Data analysis, metric development and monitoring
- Community Fall Forum
- True North Transformation Center
- Workforce strategy
- Building Process Improvement Department
- Strengthen governance

TFHS FACT

17K

Emergency
visits in 2025



Turning Strategy into Action

This plan sets a clear direction for TFHS.

Turning this direction into action will require strong leadership, clear accountability and ongoing alignment across the organization. This work will be advanced through a disciplined transformation approach, with near-term milestones, regular performance reviews and rapid adjustment as needed to maintain momentum.

Each aim will be supported by focused work groups that will translate these strategies into detailed implementation plans.

These plans will include specific initiatives, timelines, resource needs, staff accountability and performance measures.

A consistent approach will guide progress:

Clear ownership and accountability for each aim and strategy

Focused workgroups to develop and implement detailed plans

Regular tracking of progress through defined metrics and reporting to leadership and the Board

Alignment of investments and resources with strategic aims

Incorporate scenario planning to assess financial, regulatory and market risks and inform strategic decision-making

This approach ensures that the plan remains actionable, adaptable and focused on delivering meaningful results for the community.



TFHS FACT

66.8%



of expenses are salaries, wages & benefits (budgeted)

Measuring Success

Clear Metrics. Transparent Progress. Real Accountability.

We will track clear measures tied to each strategic aim to keep the True North Strategic Plan focused, accountable and grounded in results.

The initial measures that follow reflect organizational priorities, operational goals, industry best practices and areas where the health system can make the greatest impact for patients and the community.

The True North Measurement Framework

The best strategies fall short without consistent, thoughtful measurement.

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

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

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

Tahoe Forest True Aims



Health Within Reach

Access, choice, lower cost & convenience



Community Guided

Sustain world-class care shaped by our community



Transformation

Accountability, alignment & stronger governance

A Commitment to Measurement Excellence

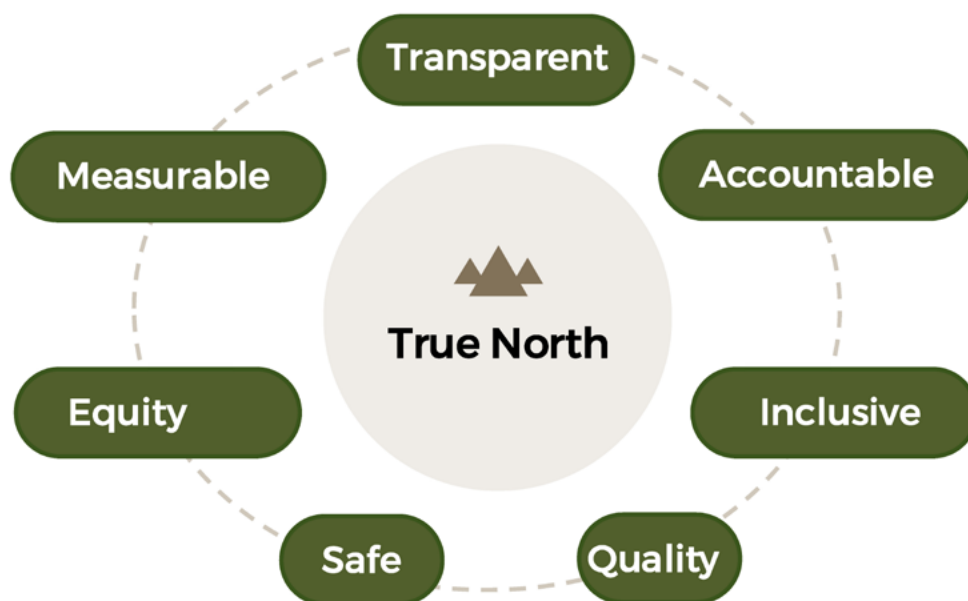
True North aspires to enhance how TFHS operates and serves the community significantly. Rigorous measurement is an essential part of that strategy.

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

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

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

True North Design Principles





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

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

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

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

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

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

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

UNDERSTANDING MEASUREMENT SCIENCE

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

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

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

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

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

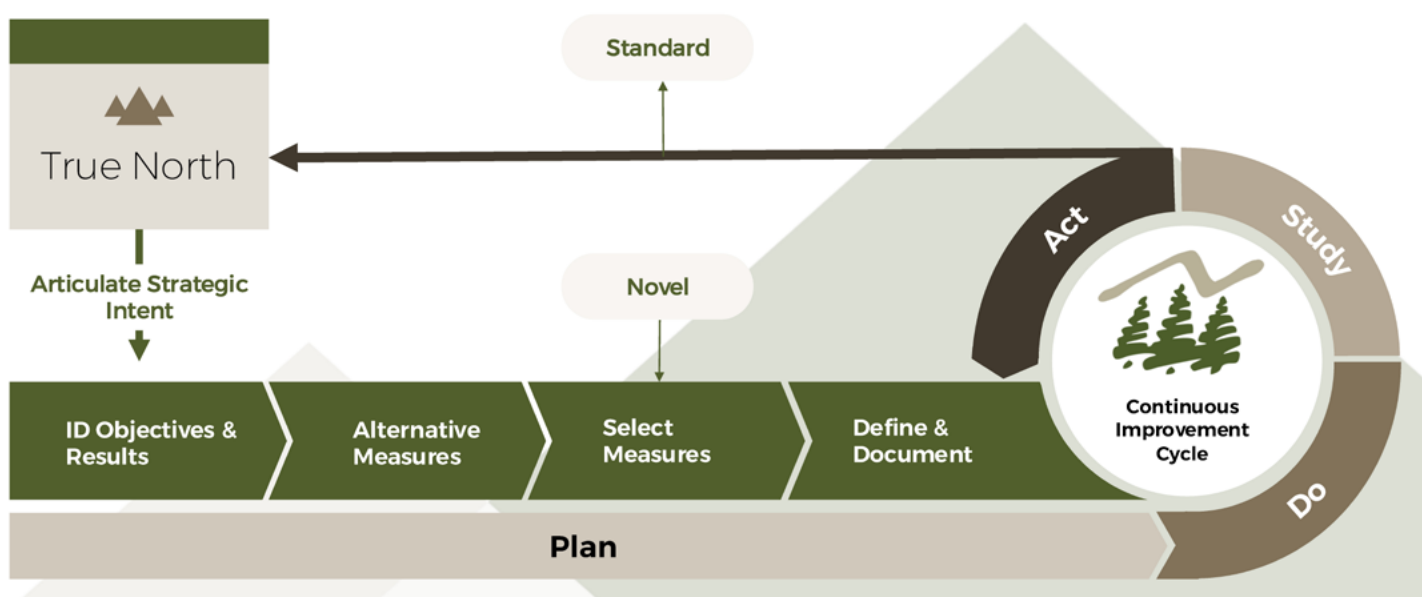
BALANCING METRICS – Measures whether improvements in one area are creating unintended consequences or challenges in another area.



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

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

Understanding Metric Development





Health Within Reach

GOAL

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

4,000

Visits per month

Number of Primary Care visits (capacity)

Current FY monthly average ~ 3200 visit

STANDARD

30 Days

Third Next Available Appointment

Reducing wait times for appointments

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

STANDARD

Financial Assistance

Making care more affordable and accessible

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

NOVEL



Community Guided

GOAL

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

Input Informs Action

5000 Voices 2.0

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

NOVEL

Leveraging PFAC*

PFAC Action Plan

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

NOVEL



Transformation

GOAL

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

Health In Action

Transformation Summit

Convening a community-shared transformation summit (Reporting Only)

Novel

Board Engagement

Governance

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

Novel

Partnerships

Build collaboration across the organization:

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

Novel



BALANCING METRICS: MONITORING THE HEALTH OF THE ENTIRE SYSTEM

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

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

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

MEASURING PROGRESS, DRIVING CHANGE

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

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

Next Steps

In the coming months, TFHS will:

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

Measurement is more than a reporting tool.

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

Looking Ahead

This plan reflects what we heard, where we are today and what we must do next.

The path forward is clear.

We must strengthen access to care, ensure it is timely, affordable and easier to navigate and focus on getting the basics right. From there, we will grow thoughtfully, expanding services in ways that respond to community needs and reflect the level of care our community expects and deserves.

This work will require more than incremental change.

It will require focus, discipline and a willingness to make clear choices. It will also require us to continue listening and to approach our work not only for the community, but with it.

Our True North is simple: to ensure that people in this community can get the care they need, when they need it, in a way that is accessible, affordable and close to home.

We will strengthen what matters most and grow where our community needs us.

This is not a plan that sits on a shelf. It is a commitment to action.

We will measure our progress, share what we learn and hold ourselves accountable to the community we serve. As needs evolve, we will continue to adapt while staying grounded in what matters most.

TFHS was built by this community and continues to be guided by it. That responsibility is carried forward in this plan and in the work ahead.

Together, we will strengthen access, build on what is working and ensure that care remains within reach for every person who calls our region home, now and in the future.



Appendix

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2024 Equity Report: tfhd.com/equity-report/



5,000 VOICES

Listening to Shape the Future of Care





As part of the True North strategic planning process, Tahoe Forest Health System launched the 5,000 Voices Initiative, a broad community engagement effort designed to ensure that the health system's future direction is guided by the people and communities it serves.

The initiative was built around a simple principle: meaningful healthcare planning starts with listening.

From October 2025 through June 2026, TFHS set a goal of gathering at least 5,000 voices from across the region, including residents, patients, staff, community partners, local businesses, second homeowners and visitors. The outreach effort was intentionally designed to meet people where they already are, both physically and digitally, creating accessible opportunities for conversation, feedback and participation.

Outreach Approach

The 5,000 Voices Initiative combined quantitative survey data with qualitative community conversations to better understand the experiences, concerns and priorities shaping healthcare needs across the region.

Engagement strategies included:

- Community listening sessions and open meet-ups
- Tabling at local events and community gatherings
- Digital and paper surveys
- QR code outreach campaigns
- Direct mail outreach
- MyChart engagement
- Workforce listening sessions
- Partner and stakeholder conversations
- Spanish-language outreach and bilingual engagement efforts

The initiative emphasized accessibility and inclusiveness throughout the process. Outreach materials were developed in both English and Spanish, and TFHS partnered with local organizations and bilingual staff to expand participation among historically underrepresented populations.

Community Engagement Highlights

Throughout the initiative, TFHS hosted and participated in dozens of outreach opportunities across the region, including community cafes, local events, recreation venues and neighborhood gatherings.

Examples included:

- Tahoe House, Tahoe City
- Happy Tiers Café, Incline Village
- Wild Cherries Coffee House, Truckee
- Alibi Ale Works, Incline Village
- Snowfest Streetfaire
- The Great Ski Race
- UNR Winterfest
- Dummy Downhill at Diamond Peak
- Community outreach events in Truckee and Kings Beach
- Mobile home park listening session with translation support

TFHS also partnered with community-based organizations, including Sierra Community House, to support broader outreach and participation.

Workforce Engagement

Recognizing that employees are critical voices in shaping the organization's future, TFHS also held dedicated workforce listening sessions as part of the initiative.

Staff engagement efforts included:

- In-person listening sessions
- Written feedback opportunities

- Story collection and interactive engagement activities
- Ongoing opportunities for input throughout the planning process

These conversations provided valuable operational insight and helped identify themes related to access, coordination, culture, communication and care delivery.

Participation and Reach

The 5,000 Voices Initiative exceeded its original engagement goal and generated one of the most comprehensive community listening efforts in the organization's history.

Key outreach metrics included:

- More than 6,500 total community and workforce inputs collected
- More than 61 engagement activities conducted
- Approximately 25% of feedback gathered through in-person outreach
- Significant participation from both full-time residents and second homeowners
- Dedicated Spanish-language outreach and translated engagement opportunities

What We Heard

Several themes consistently emerged throughout community and workforce conversations, including:

- Strong preference for care close to home
- Need for easier and faster access to care
- Desire for more convenient scheduling and navigation
- Interest in expanded virtual and same-day care options
- Importance of affordability and transparency
- Need to maintain high-quality local services as the region grows
- Desire for stronger communication and ongoing community connection

These insights directly informed the development and refinement of the True North strategic priorities and will continue to guide future organizational planning and decision-making.

A Continuing Commitment

The 5,000 Voices Initiative was not designed as a one-time campaign, but as the beginning of a more continuous and community-guided approach to strategic planning and engagement.

TFHS remains committed to ongoing listening, transparency and partnership with the communities it serves as the organization continues working toward its vision of becoming the best mountain health system in the nation.

2025 COMMUNITY HEALTH NEEDS ASSESSMENT

Summary of Findings

Full report available at:

[tfhd.com/commitment/community-health/
needs-assessments-reports/](https://tfhd.com/commitment/community-health/needs-assessments-reports/)



SUMMARY OF FINDINGS

Significant Health Needs of the Community

The following “Areas of Opportunity” represent the significant health needs of the community, based on the information gathered through this Community Health Needs Assessment. From these data, opportunities for health improvement exist in the area with regard to the following health issues (see also the summary tables presented in the following section).

The Areas of Opportunity were determined after consideration of various criteria, including: standing in comparison with benchmark data (particularly national data); identified trends; the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue. These also take into account those issues of greatest concern to the key informants giving input to this process.

AREAS OF OPPORTUNITY IDENTIFIED THROUGH THIS ASSESSMENT	
ACCESS TO HEALTH CARE SERVICES	• Cost of Prescriptions • Truckee-specific: • Outmigration for Health Care • Having a Personal Health Care Provider • Routine Checkups (Adults) • Key Informants: Access to Health Care ranked as a top concern
CANCER	• Leading Cause of Death • Cancer Prevalence
DISABLING CONDITIONS	• Caregiving

HEART DISEASE & STROKE	• Leading Cause of Death • Heart Disease Prevalence • Stroke Deaths • High Blood Pressure Prevalence
INJURY & VIOLENCE	• Unintentional Injury Deaths • Homicide Deaths
MENTAL HEALTH	• Diagnosed Depression • Diagnosed Anxiety • Suicide Deaths • Key Informants: Mental Health ranked as a top concern
ORAL HEALTH	• Dental Insurance Coverage
SOCIAL DETERMINANTS OF HEALTH	• Low Food Access • Food Insecurity • Key Informants: Social Determinants of Health ranked as a top concern
SUBSTANCE USE	• Alcohol-Induced Deaths • Unintentional Drug-Induced Deaths • Key Informants: Substance Use ranked as a top concern

Community Feedback on Prioritization of Health Needs

Prioritization of the health needs identified in this assessment (“Areas of Opportunity” above) was determined based on a prioritization exercise conducted among providers and other community leaders (representing a cross-section of community-based agencies and organizations) as part of the Online Key Informant Survey.

In this process, these key informants were asked to rate the severity of a variety of health issues in the community. Insofar as these health issues were identified through the data above and/or were identified as top concerns among key informants, their ranking of these issues informed the following priorities:

1. Substance Use
2. Social Determinants of Health (Housing, Food Insecurity)
3. Mental Health
4. Access to Health Care Services
5. Oral Health
6. Disabling Conditions
7. Injury & Violence
8. Heart Disease & Stroke
9. Cancer

MARKET SHARE ASSESSMENT SUMMARY



Introduction

Tahoe Forest Health System (TFHS) commissioned Krentz Consulting LLC to conduct an updated Environmental and Market Assessment as part of its ongoing strategic planning efforts and development of the True North aims.

The assessment was designed to evaluate TFHS' internal performance, competitive positioning, service area demographics, market share, provider capacity, quality outcomes and future growth opportunities across the region. The work built upon prior strategic planning assessments and included presentations to TFHS leadership, the Administrative Council, Nurse Executive Committee and District Board.

The purpose of the assessment was to help inform long-term strategic direction, identify emerging risks and opportunities, and ensure TFHS remains positioned to meet the evolving healthcare needs of Truckee, Incline Village and the surrounding North Lake Tahoe communities.

HEALTH WITHIN REACH – Access, Choice & Better Experience

The market assessment validates TFHS' strategic focus on improving access, affordability and patient experience across the region. The organization continues to demonstrate strong market leadership in emergency services, ambulatory surgery and obstetrics while maintaining exceptional patient satisfaction outcomes.

Key findings supporting this aim include:

- Substantial growth in ambulatory visits and urgent care utilization following expanded provider recruitment and increased post-pandemic demand.
- TFHS maintained dominant emergency department market share across the Primary Service Area while strengthening regional trauma capabilities through designation as a Level III Trauma Center.
- Tahoe Forest Hospital earned the distinction of being the only hospital in the region with a 5-star patient satisfaction rating.

- Continued opportunity exists to reduce outmigration and keep more care local through expanded specialty care, outpatient surgery and cardiovascular services.

The assessment also identified several important challenges:

- Long access times and physician shortages persist in primary care, pediatrics and cardiology.
- Competitive pressure from ambulatory surgery centers and Reno-based providers continues to impact market share in orthopedics, ophthalmology and surgical specialties.

Collectively, these findings reinforce the need to modernize the patient experience, simplify access to care and expand care delivery options that meet patients where they are.

COMMUNITY GUIDED – Services Shaped by Community

The Krenz assessment strongly supports TFHS' strategic commitment to developing services shaped by community needs, demographic trends and regional healthcare demands.

The assessment identified several major service line opportunities aligned with community demand and regional market gaps:

- Gastroenterology
- Orthopedics
- General Surgery
- Urology
- Ophthalmology
- Neurology
- Plastic Surgery
- Cardiac Catheterization and Electrophysiology
- Spine Surgery

Additional insights include:

- The primary service area is expected to see approximately 1,200 additional seniors over the next five years.
- Obstetrics remains a foundational community need despite broader statewide demographic aging trends.
- Significant outpatient surgical growth opportunities remain available locally, particularly at Incline Village Community Hospital.

These findings reinforce the importance of continuously engaging with the community, monitoring healthcare trends and investing in services that align with both community priorities and organizational sustainability.

TRANSFORMATION – Shared Decisions, Stronger Accountability

The Krenz assessment highlighted workforce stability, provider engagement and organizational alignment as the most critical strategic factors influencing TFHS' future success.

Key findings supporting this aim include:

- Provider turnover and lack of service-line depth were identified as major strategic vulnerabilities.
- Alignment between providers and organizational leadership declined significantly in recent years.
- Recruitment and retention challenges continue to affect access and service continuity in high-demand specialties.
- Space limitations and workforce supply constraints remain barriers to continued physician and advanced practice provider growth.

At the same time, the assessment demonstrated meaningful operational and quality improvements:

- TFHS achieved substantial improvements in quality outcomes and patient safety measures.

- The TFHS Skilled Nursing Facility improved to a 5-star CMS rating.
- Quality and timeliness metrics consistently met or exceeded national benchmarks.

These findings reinforce the importance of strengthening governance, cultivating accountable leadership, improving provider engagement and investing in workforce recruitment and retention.

Overall Strategic Alignment

The Market Assessment confirms that TFHS is well-positioned to succeed as a community health system serving the greater Truckee and North Lake Tahoe region.

The assessment validates the strategic direction established through the True North aims and underscores the importance of balancing growth, access, workforce stability and operational excellence.

Future success will depend on TFHS' ability to:

- Expand access while improving affordability and patient experience
- Invest strategically in services that matter most to the community
- Strengthen provider alignment, workforce stability and organizational accountability
- Continue reducing patient outmigration by keeping more care local
- Preserve the organization's role as an independent, community-focused health system delivering high-quality rural healthcare

Together, the Market Assessment and the True North aims establish a shared strategic framework designed to guide TFHS toward long-term sustainability, stronger regional impact and continued excellence in community healthcare.

PEOPLE & WORKFORCE STRATEGY

Advancing Access, Operational
Excellence, Transformation, and
Organizational Culture Through
Strategic Workforce Planning and
Leadership Development



PURPOSE

To ensure Tahoe Forest Health System (TFHS) sustains an engaged, high-performing workforce by aligning staffing and workforce capability with infrastructure growth, strengthening leadership, and enabling a forward-looking, data-driven approach to workforce planning. This approach anticipates evolving care models, technologies, and community needs while reinforcing disciplined position control and workforce sustainability.

This strategy is grounded in continuous listening to employees and Medical Staff, ensuring workforce decisions reflect real-time experience, emerging needs, and shared ownership of TFHS's future.

STRATEGIC FOUNDATIONS

- Workforce outcomes, including engagement, patient experience, access, and sustainability—are inherently interconnected
- Strategic workforce planning serves as a core organizational discipline guiding decisions across changing demand, technology, and care delivery models
- Position control ensures roles are intentional, aligned to strategy, and supported by readiness, not simply reactive need
- Workforce planning shifts from retrospective analysis to forward-looking, real-time, and connected data insights
- Workforce readiness must evolve alongside infrastructure, requiring alignment across staffing, leadership capability, training, and change management
- Workforce decisions integrate multiple inputs, including engagement data, cultural insights, workforce analytics, and patient experience outcomes
- Long-term sustainability depends on intentional development of workforce pipelines through education, community partnerships, and early career exposure
- Leadership is a shared responsibility across the organization and is demonstrated through behaviors, accountability, and alignment with organizational values

CONTINUOUS LISTENING & EMPLOYEE VOICE: Shaping the Strategy

TFHS's workforce strategy is grounded in structured, continuous listening across employees and Medical Staff. Input from engagement surveys, inclusion assessments, and enterprise dialogue informs decision-making and ensures the strategy remains aligned with lived experience and organizational priorities.

Insights are translated into action through a closed-loop process that includes:

- Identification of key themes and priorities
- Leader-driven action planning with defined ownership and timelines
- Integration into workforce decisions, including staffing, workflow design, and leadership expectations
- Ongoing measurement through engagement, retention, access, and patient experience outcomes
- Transparent communication reinforcing accountability and trust

This approach ensures listening drives measurable change.

Continuous Listening and Engagement Activity

The TFHS People and Workforce Strategy was informed by over 3,000 responses from within the TFHS Team



Engagement Activity	Audience	Date	Purpose	Engagement
Press Ganey Survey	Staff & Medical Staff	Jun-25	Measure engagement	1,007
Press Ganey Comments	Medical Staff	Jun-25	Leadership & alignment input	176
Press Ganey Comments	Staff	Jun-25	Care & culture input	706
BEAR Survey	Staff & Medical Staff	Oct-25	Inclusion assessment	399
BEAR Task Force	Staff	Mar-26	Inclusion action planning	11
Mentimeter	Staff & Medical Staff	Apr-26	Future workforce vision	274
Workforce Strategy Video	Staff & Medical Staff	Apr-26	Strategy awareness	474
Total Engagement				3,047

STRATEGIC WORKFORCE PLANNING APPROACH: From reactive staffing to future ready workforce capability

TFHS is transitioning from reactive staffing models to a disciplined workforce planning approach that aligns workforce capability with organizational strategy. Workforce planning is treated with the same rigor as financial and capital planning.

This approach emphasizes:

- Regular workforce planning cycles aligned with budget, capital planning, and service line strategy
- Focus on work design, task distribution, and skill alignment, not just headcount
- Use of task and skills insights to identify opportunities for redeployment, automation, and targeted development before adding FTEs
- Alignment of workforce supply with demand across roles, locations, and care models

Strategic workforce planning also incorporates community and academic partnerships to ensure long-term alignment between workforce supply and system demand, particularly in high-need and evolving areas of care.

STRATEGIC WORKFORCE PILLARS

1. Health Within Reach

Focus: Right work, right roles, right locations, and right scale to improve access and reduce barriers to care

Strategic Actions

- Align workforce capacity and deployment to access demand and care delivery needs
- Redesign work and task distribution to reduce inefficiencies and administrative burden
- Optimize skill mix and reduce reliance on premium labor
- Standardize onboarding, training, and performance expectations across all roles and locations
- Strengthen workforce pipelines through Community & Workforce Partnerships to support access-constrained service areas

Measures of Success

- Reduced patient wait times
- Workforce growth aligned to access demand
- Improved engagement and patient satisfaction
- Increased pipeline conversion into priority roles

2. Community Guided

Focus: Building sustainable workforce pipelines through community alignment, education partnerships, and workforce ecosystem development

Strategic Actions

- Align workforce needs with local, regional, and specialty-focused education and training programs
- Develop education-to-employment pathways supporting high-demand and critical roles
- Ensure workforce growth is supported by infrastructure, workflow design, and skill readiness
- Expand outreach, career exposure, and workforce development initiatives
- Strengthen pipeline conversion into employment across priority and hard-to-fill roles
- Monitor workforce sustainability through engagement, retention, and workforce insight data

Measures of Success

- Increased hiring from local and partner pipelines
- Improved time-to-fill for priority roles
- Strong retention and engagement in targeted areas
- Alignment between workforce demand and education pathways
- Sustained workforce supply in critical service areas

3. Transformation

Focus: Preparing the workforce for future care models, innovation, and evolving technology

Strategic Actions

- Redesign roles, workflows, and task allocation before adding FTEs
- Use task and skills intelligence to identify automation, redeployment, and upskilling opportunities
- Align workforce development with digital platforms and emerging care models
- Support change through structured, insight-driven change management
- Leverage Community & Workforce Partnerships to anticipate and prepare for future skill needs

Measures of Success

- Successful adoption of new care models
- Improved workforce efficiency and resource utilization
- Sustained engagement during periods of change
- Increased readiness for future workforce demands

CROSS CUTTING ENABLERS

- Continuous listening (Press Ganey, BEAR, VAC, employee insights)
- Task and skills intelligence to inform workforce planning and decision-making
- Workforce data integration across capacity, engagement, and performance
- Early talent development and pipeline coordination
- Workforce co-design through employee participation and feedback

EARLY TALENT PIPELINE & COMMUNITY WORKFORCE DEVELOPMENT:

Building the future workforce through exposure, partnership, and experience.

TFHS invests in early talent pipelines through partnerships with schools, colleges, and community organizations to build long-term workforce sustainability.

Our shared efforts:

- Strengthen awareness of healthcare and technology careers
- Expand local recruitment pipelines
- Align workforce supply with future care delivery needs

All early talent initiatives are coordinated through the Community & Workforce Partnerships pillar to ensure alignment with system-wide workforce priorities.

LEADERSHIP, OWNERSHIP & CAPABILITY: Leadership as a shared organizational responsibility.

Leadership at TFHS is a shared organizational expectation and a critical enabler of the People & Workforce Strategy. While managers hold formal accountability for workforce stewardship, all employees contribute to workforce outcomes through their actions, behaviors, and alignment with organizational values.

Together, organizational and formal leadership ensure workforce decisions, engagement, and daily operations are aligned with access, workforce sustainability, and long-term strategy execution.

Organizational Leadership (All Employees)

Employees demonstrate leadership by:

- Taking ownership of patient experience, safety, and quality outcomes
- Actively engaging in continuous improvement, change efforts, and

workforce transformation

- Contributing insights that inform workforce planning, work design, and future workforce needs
- Supporting team effectiveness, workforce sustainability, and a culture of accountability

Formal Leadership (Managers):

Managers are accountable for translating the People & Workforce Strategy into operational execution through:

- Workforce planning and position control aligned with demand, access, and organizational priorities
- Building engaged, high-performing teams that support retention and workforce stability
- Developing talent and advancing Community & Workforce Partnerships to strengthen sustainable pipelines aligned with workforce needs
- Integrating workforce insights, engagement data, and cultural feedback into decision-making
- Translating workforce strategy into action through work design, resource allocation, and performance management

Leaders are expected to operationalize the People & Workforce Strategy by aligning workforce decisions, talent development, and pipeline strategies with Community & Workforce Partnerships, ensuring workforce supply, capability, and deployment support both immediate operational needs and long-term sustainability.

Leadership Performance and Accountability

Leadership effectiveness is measured through a consistent and transparent framework that includes:

- Standardized expectations aligned to workforce outcomes, culture, and operational performance
- Calibration of performance to recognize high-performing leaders and address gaps
- Alignment of incentives and development planning to reinforce accountability

- Balanced leadership scorecards incorporating engagement, retention, patient experience, and workforce outcomes

Measures of Success

- Increased employee engagement and ownership
- Improved retention and workforce stability
- Strengthened pipeline development and early talent conversion
- Demonstrated use of workforce insights in decision-making
- Improved patient access, experience, and organizational sustainability

WORKFORCE GOVERNANCE & POSITION CONTROL

Workforce governance ensures disciplined, data-driven decision-making aligned with organizational strategy.

Key elements include:

- Centralized position control aligned to demand, access, and sustainability
- Workforce planning integrated with financial, capital, and service line strategies
- Dashboards that track workforce capacity, utilization, engagement, and skill alignment
- Structured planning cycles replacing reactive staffing models

Leaders are accountable for managing within workforce plans and prioritizing redeployment, development, and efficiency before requesting additional FTEs.

ACTIVE LISTENING TO SHAPE THE FUTURE WORKFORCE

TFHS is intentionally engaging employees in shaping the future of our workforce. As healthcare continues to evolve, understanding what work is done, what skills are needed, and how teams experience change is essential to delivering sustainable access, quality, and workforce outcomes.

Employee insights directly inform how we design roles, strengthen leadership capability, and align workforce planning with the organization's True North strategy.

Building the future workforce is a shared responsibility. Through continuous listening and disciplined action, the employee voice will remain central to how workforce decisions are made, implemented, and sustained across the organization.

	Health Within Reach	Community Workforce & Partnerships	Transformation	Early Talent Pipeline & Workforce Pipeline	Leadership, Engagement & Culture	Workforce Governance & Position Control
Objective	Align workforce capacity, skill mix, work design to improve access, reduce wait times, and support care delivery across all settings	Strengthen the local workforce ecosystem through intentional community partnerships, education alignment, and sustainable talent pipelines	Enable future-ready workforce through innovation, automation, and new care models	Build sustainable workforce pipelines aligned to future demand and community needs	Strengthen leadership capability, engagement, and shared accountability across the workforce	Ensure disciplined, data-driven workforce planning aligned to strategy, demand, and sustainability
Measures of Success	Patient wait times Workforce growth vs access demand Engagement & patient satisfaction Conversion of students/trainees to hires	Hiring from local pipelines (students, volunteers, training programs) Time-to-fill for priority roles Retention of community-based hires Alignment with workforce demand and education pathways	Adoption of new care models Workforce efficiency & utilization Engagement during change Financial/resource optimization	Hiring from student/volunteer pipelines Time-to-fill key roles Retention of early-career hires Alignment with education partners	Engagement scores & participation Retention & vacancies Participation in leadership development Leadership scorecard outcomes	Workforce capacity/utilization Engagement & patient satisfaction trends Internal mobility & redeployment Alignment with capital & service line plans

	Health Within Reach	Community Workforce & Partnerships	Transformation	Early Talent Pipeline & Workforce Pipeline	Leadership, Engagement & Culture	Workforce Governance & Position Control
Key Initiatives	Disciplined position control tied to demand & access constraints Align staffing to facility growth, ambulatory, virtual, & community care Task redistribution to reduce administrative burden Optimize skill mix & reduce premium labor reliance Standardized onboarding, training & performance expectations Strengthen local pipelines (schools, volunteers, clinical placements)	Align workforce needs with local education & training partnerships to support early talent development Expand clinical placements, internships, & work-based learning opportunities Build community-based recruitment pipelines for high-demand & hard-to-fill roles Participate in career exposure, outreach & workforce development initiatives Strengthen education-to-employment pathways that convert local talent into long-term employees	Redesign roles & workflows before adding FTEs Use task intelligence to automate & streamline work Skills intelligence to identify redeployment & upskilling needs Align development with digital platforms & new care models Structured change management using BEAR & employee insights Early exposure to technology-enabled care for future workforce	High school shadowing & career exposure programs Work-based learning & clinical partnerships Technology & innovation exposure (e.g., Tech Teens) Structured volunteer programs Community outreach aligned to workforce needs	Leadership development series & training Standardized leadership expectations & onboarding Balanced leadership scorecards (engagement, retention, outcomes) Calibration of leadership performance Incentives aligned to behaviors & results Continuous listening (Press Ganey, BEAR, VAC, Mentimeter) Closed-loop	Centralized position control governance Workforce planning aligned with financial & capital cycles Dashboards integrating capacity, engagement, skills, & mobility Use of task & skills intelligence for decision-making Structured workforce planning cycles (not reactive staffing)

AFFORDABILITY PILOT



Tahoe Forest Health System is launching a targeted Affordability Pilot designed to make care more accessible, reduce financial barriers and better support the long-term health of the community.

The pilot reflects a broader shift in strategy. Rather than relying primarily on narrowly targeted assistance programs that reach a limited number of individuals, Tahoe Forest will test new affordability approaches designed to benefit more patients across the region while evaluating long-term feasibility and sustainability.

This work directly supports the True North priority of keeping Health Within Reach and responds to consistent feedback gathered through the 5,000 Voices community engagement effort, where affordability and access emerged as major concerns.

The pilot is designed as a phased approach that will allow Tahoe Forest to:

- Evaluate the operational and financial sustainability of broader affordability initiatives
- Measure the impact on patient access and utilization
- Better understand long-term community demand
- Identify opportunities to adapt similar affordability models in other areas, including imaging and additional outpatient services

The Affordability Pilot will initially run for three years, with regular performance and impact reviews throughout the pilot period.

Community Lab Affordability Pilot

As part of the Affordability Pilot, Tahoe Forest Health System will launch a Community Lab Affordability Pilot designed to reduce the cost of routine outpatient laboratory testing for a larger portion of the community.

The current Self-Pay Community Health Labs program provides reduced-cost testing for a limited number of cash-pay patients through a standalone program structure. While valuable for some individuals, the model reaches a relatively small number of people and requires patients to participate outside of their traditional care experience.



Under the new approach, Tahoe Forest will reduce the cost of approximately 70% of outpatient laboratory services by 25%, integrating affordability directly into the standard outpatient lab experience.

This shift allows the organization to move from a limited assistance model toward a broader affordability strategy intended to reach more patients, improve access to preventive care and simplify the patient experience.

Goals of the Pilot

- Reduce financial barriers to routine and preventive care
- Improve access to laboratory testing across the community
- Encourage earlier diagnosis and chronic disease management
- Simplify pricing and reduce administrative complexity
- Gather data to evaluate long-term sustainability and scalability
- Support long-term community health outcomes

Expected Community Impact

- More patients benefit annually compared to the current self-pay structure
- Improved access to preventive screenings and chronic disease monitoring
- Reduced delays in care tied to cost concerns
- Greater transparency and predictability in patient expenses
- Stronger alignment between affordability efforts and community health needs

Compliance and Sustainability Considerations

The Affordability Pilot also addresses important compliance and reimbursement concerns associated with the current Self-Pay Community Health Labs model.

Under the current structure, patients may receive discounted laboratory

pricing without undergoing financial qualification screening. As a result, the program does not conform to traditional financial assistance or charity care frameworks typically relied upon for compliance with federal healthcare regulations.

In addition, several laboratory tests offered under the current self-pay structure are priced below Medicare reimbursement rates. Because Federal regulations generally prohibit healthcare organizations from routinely offering discounted services to Medicare beneficiaries at rates lower than Medicare reimbursement levels without appropriate financial qualification screening, continuation of the current structure may expose the health system to compliance risk.

The pilot creates a more sustainable and compliant approach by:

- Moving away from a separate below-market cash-pay structure
- Integrating affordability into standard outpatient pricing
- Applying reductions more broadly and consistently across patient populations
- Supporting transparent pricing practices aligned with regulatory expectations
- Reducing operational and compliance risk while expanding community benefit

Reimagining Community Financial Assistance

As part of the Affordability Pilot, Tahoe Forest Health System will redesign its financial assistance and charity care program to better reflect the evolving needs of the community in today's healthcare environment.

Traditional financial assistance programs can be difficult to understand and navigate, often involving complex administrative processes, and focusing primarily on emergent or urgent medical needs. Many patients may be unaware of available support services or uncertain about how to access them, which can lead to delays in seeking medically necessary care.

The redesigned approach will prioritize awareness, access, simplicity, and dignity, making it easier for community members to understand available resources and connect with care earlier and more consistently.

The updated model will:

- Increase community awareness of available financial support services
- Foster a more supportive and welcoming experience for patients seeking assistance
- Normalize conversations around financial assistance
- Expand assistance beyond emergency and urgent care services
- Support access to medically necessary care across the continuum of care
- Better align financial assistance with preventive and chronic disease management

Rather than waiting until a medical condition becomes urgent, the redesigned program aims to help community members access appropriate care earlier through support for outpatient services, diagnostics, follow-up care and other medically necessary treatments that contribute to improved long-term health outcomes.

Measuring Success

The three-year pilot will include regular review periods to evaluate:

- Community utilization and participation
- Financial sustainability
- Operational impact
- Access and preventive care outcomes
- Patient experience and satisfaction
- Opportunities for expansion into other service areas

The goal of the pilot is not only to improve affordability today, but also to generate the information needed to determine whether broader affordability strategies can be responsibly expanded across additional areas of the health system in the future.

ENVIRONMENTAL STEWARDSHIP & OPERATIONAL SUSTAINABILITY ASSESSMENT



Tahoe Forest Health System conducted an enterprise-wide environmental stewardship and operational sustainability assessment to better understand the environmental footprint, operational complexity, and resource utilization across the health system.

The assessment was designed to establish a foundational baseline of current-state conditions and identify trends, operational considerations, and future opportunities for continued evaluation.

Strategic Relevance

As Tahoe Forest Health System continues to evolve as an integrated regional health system, these assessments coupled with staff input and collaboration provide foundational operational insight into infrastructure, facilities, resource utilization, and environmental stewardship considerations across the enterprise.

The findings may help inform future discussions related to:

- Facility and infrastructure planning
- Operational efficiency
- Vendor and supply chain practices
- Waste handling and diversion systems
- Energy utilization
- Transportation and regional access considerations
- Workforce engagement and operational awareness
- Long-range sustainability and stewardship initiatives

These assessments establish an initial baseline for understanding system-wide environmental impacts and operational trends and provide a foundation for future evaluation as organizational priorities, infrastructure needs, and regional healthcare demands continue to evolve.

This work included two system level assessments completed during FY2025:

- A Greenhouse Gas (GHG) Inventory spanning FY2023–FY2025
- A system-wide Waste Audit and Operational Waste Assessment

Together, these assessments provide a broader understanding of how facilities, infrastructure, transportation, supply chains, and operational practices contribute to the overall environmental footprint of the organization. The assessments are intended to support and inform long-range operational planning, infrastructure discussions, and future sustainability considerations. They do not establish formal reduction targets or represent a finalized sustainability strategy.

Complimentary, an employee lead environmental stewardship work group was created in FY2025. This group is intended to inform and implement system wide initiatives. Starting with the Waste Audit, the group is focused on improving waste streams and reducing divertible waste that is currently going to the landfill.

Scope of Assessment

The greenhouse gas inventory evaluated operational emissions across 40 facilities representing approximately 382,825 square feet of enterprise operations, including hospitals, outpatient clinics, offices, workforce housing, leased facilities, and support buildings. The inventory included Scope 1, 2, and 3 emissions categories in alignment with Greenhouse Gas Protocol accounting standards.

The waste assessment included on-site waste characterization audits, visual assessments, invoice analysis, stakeholder interviews, and operational reviews conducted across multiple Tahoe Forest Health System locations. The review evaluated waste streams, diversion practices, operational handling processes, and opportunities for improved efficiency and diversion.

Current-State Findings & Key Themes

The assessments highlighted the operational scale and complexity of a growing integrated regional health system. Environmental impact was influenced not only by direct facility operations, but also by the broader realities of healthcare delivery, including purchased medical supplies, capital equipment, transportation, utilities, and regional service patterns.

Key findings included:

- Purchased goods and capital investments represented the largest contributors within the greenhouse gas inventory, reflecting the significant environmental impact associated with healthcare supply chains and infrastructure.
- Natural gas usage and purchased electricity represented major operational contributors across facilities and clinical operations.
- Patient transportation and employee commuting represented meaningful portions of system-wide emissions, reflecting the geographic realities of serving a large rural and regional service area.
- The waste assessment identified opportunities to improve waste diversion through standardized practices, operational education, improved sorting systems, and expanded vendor partnerships.
- Medical supply packaging, break room waste, and operational consumables represented significant portions of landfill waste volume.

The waste audit also identified operational opportunities for improved diversion and efficiency through existing recycling streams, additional recycling programs, and enhanced staff awareness and engagement efforts.

Baseline Metrics Snapshot

FY2025 enterprise-wide findings included:

- 40 facilities included in assessment activities
- Approximately 382,825 square feet evaluated
- Estimated FY2025 total emissions of 20,024 MTCO₂e across Scopes 1 - 3
- Current estimated waste diversion rate of 43% across evaluated operations
- Approximately 41% of landfill waste identified as potentially divertible through future operational programs and vendor partnerships
- Approximately 15% of waste identified as potentially reducible through improved utilization of existing waste streams and sorting practices
- Potential operational savings opportunities identified through waste reduction and diversion efforts

TRANSFORMATION MANAGEMENT STRUCTURE



Tahoe Forest Health System is launching a comprehensive transformation effort to further the goals and strategies identified in True North.

The True North Office (TNO) will serve as the central operating structure for governance modernization, executive leadership alignment, physician engagement and enterprise performance improvement.

The TNO will function as the organization's strategic coordination and accountability hub, ensuring that governance reforms, leadership initiatives, operational improvements and physician integration efforts are aligned, measurable, and executed in support of the broader Tahoe Forest strategic planning process and the aims established through True North.

This work directly advances the True North aims by strengthening organizational alignment, improving access to care, supporting operational transformation, reinforcing long-term sustainability and positioning TFHS to deliver measurable improvements in quality, patient experience, workforce engagement and community trust. The TNO will help connect strategic planning to execution by creating the structures, accountability mechanisms, and operational disciplines necessary to move True North aims from strategy into sustained organizational action.

Governance Workstream

A key priority will be strengthening governance discipline and clarifying organizational accountability structures.

This work will reinforce the distinction between the Board's fiduciary and policy-setting responsibilities and management's operational responsibilities while improving committee effectiveness, governance communication processes, Board education and strategic oversight capabilities. Governance modernization efforts will be integrated into the organization's broader transformation agenda to create stronger alignment between governance structures, executive accountability and strategic planning processes.

These efforts support the True North commitment to organizational stewardship, leadership accountability and disciplined execution in service of the community.

Action Items

- Establish a formal Governance Workstream.
- Develop a governance operating model defining Board, CEO, committee and executive leadership responsibilities.
- Review and update Board bylaws, committee charters and governance policies.
- Optimize Board and committee meeting cadence, agenda design and consent calendar utilization.
- Create a governance skills and expertise matrix to identify advisory gaps.
- Develop pathways for community and subject matter expert engagement consistent with California Health Care District law.

Executive Leadership Alignment Workstream

The Executive Leadership Alignment Workstream will focus on creating a more cohesive, disciplined and accountable executive leadership team capable of executing enterprise strategy in a coordinated manner.

Through CEO-led assessments, leadership role clarification, operating model redesign and enterprise KPI development, the TNO will support clearer decision rights, stronger leadership accountability and improved organizational alignment.

Action Items

- Conduct a CEO-led assessment of executive structure, performance and organizational barriers.
- Clarify executive leadership roles, decision rights and accountability structures.
- Establish enterprise operating rhythms, including weekly executive reviews and biweekly workstream accountability meetings.

- Develop executive scorecards and enterprise-wide KPIs and Objectives and Key Results (OKRs) aligned with strategic aims.
- Align leadership incentives and performance management structures with organizational goals.
- Implement leadership development, executive coaching and team-building initiatives.
- Define standardized governance communication expectations and executive reporting protocols.
- Create a leadership operating model that strengthens cross-functional coordination and strategic execution.

Physician Engagement, Integration and Productivity Workstream

This work is intended to improve physician alignment with organizational strategy while advancing operational efficiency, patient access and clinical performance.

System-wide efforts will focus on standardizing ambulatory operations, improving scheduling and workflow efficiency and establishing transparent physician performance metrics and reporting structures. In partnership with physician leadership, the TNO will also support the development of a Physician Advisory Council and the more formal participation of physicians in governance and strategic decision-making.

This work recognizes that the organization cannot hire its way out of access challenges, nor can long-term improvement depend on simply asking providers to work harder within systems that may not be optimized to support efficient, high-quality care delivery. Instead, the focus will be on partnering with physicians and operational leaders to redesign processes, improve workflows, reduce unnecessary administrative burden, optimize team-based care models and identify more effective ways for patients to access services across the system.

This work will support the Care System Redesign team in realizing the True North aims focused on improving access to care, strengthening the patient experience, and building a more sustainable and patient-centered healthcare delivery system.

Action Items

- Support establishment of a Physician Advisory Council with defined governance participation and accountability structures.
- Partner with physicians to evaluate the broader care delivery model and identify opportunities to improve patient access and coordination across the system.
- Reduce unnecessary administrative burden and improve efficiency through better operational alignment and technology optimization.
- Align physician compensation and incentive structures with organizational goals related to access, quality, documentation and value.
- Establish recurring physician performance review and operational improvement cadences.
- Strengthen physician participation in strategic planning, governance discussions and enterprise transformation initiatives.

Future State Options Workstream

Tahoe Forest holds a strong, differentiated market position and solid financial performance, making it an attractive partner for competitors and potential allies. To stay ahead of moves that could affect market share or performance, Tahoe Forest must proactively evaluate and shape the design of future partnerships and alliances.

Ongoing evaluation of strategic alliances is essential to strengthen our strategic flexibility; build care-delivery networks that enable coordinated care; access best practices, management capacity, and clinical talent development; enhance Tahoe Forest's competitive positioning; and ensure strong patient retention. This work will be pursued while preserving TFHS's independence, brand, and community benefit.

Action Items

- Develop downside case linked to competitive, regulatory and reimbursement risks; assess mitigation via partnerships.
- Design a “reverse due diligence” framework; codify “must-have” deal points (governance, asset use, service guarantees, license/accreditation covenants, workforce).
- Evaluate models: stand-alone with targeted improvements; partnership with larger systems; expanded regional integration; advisory board/task force per statute.
- Build readiness infrastructure for information demands (physician transparency, scheduling backlog resolution, service line profitability, strengthened RCM, normalized financials, document repository).
- Develop a strategic options workbook with criteria and comparative assessment.
- Prepare a reverse due diligence document and must-haves term sheet.
- Compile a partnership readiness Checklist and data room index.
- Complete recommendations for an advisory board/task force formation and charter.

True North Office Enterprise Action Items

The TNO will also serve as the central coordination point for enterprise performance management and organizational reporting.

Executive dashboards, physician productivity reporting, operational scorecards, strategic KPIs and recurring performance review cadences will provide leadership and the Board with clearer visibility into progress, risks, operational trends and strategic outcomes. This structure is intended to create a more disciplined management environment that supports data-informed decision-making, operational accountability and sustained organizational focus on the True North aims.

- Establish the TNO Steering Committee and assign administrative, executive and workstream leadership roles.

- Implement weekly executive steering committee reviews and monthly Board progress reporting.
- Develop enterprise dashboards tracking governance, operational, physician, financial and strategic performance indicators.
- Create standardized project management, reporting and accountability processes across all workstreams.
- Implement enterprise change management and stakeholder communication plans.
- Align strategic planning, budget development, operational priorities and performance management under the TNO framework.
- Develop a multi-year transformation roadmap with measurable milestones and decision points.
- Create ongoing monitoring and reporting structures to ensure sustainability of transformation initiatives.

Through this work, the TNO will serve as the operational and strategic backbone of Tahoe Forest Health System's broader transformation effort. By integrating governance modernization, executive leadership discipline, physician engagement, operational improvement and strategic planning into a coordinated enterprise framework.

