



2026-10-07 Board Executive Compensation Committee

TAHOE FOREST HOSPITAL – ASPEN CONFERENCE ROOM

WEDNESDAY, OCTOBER 07, 2026, AT 2:00 PM

10800 DONNER PASS RD, SUITE 200, TRUCKEE, CA 96161



Meeting Book - 2026-10-07 Board Executive Compensation Committee OPEN SESSION

Board Executive Compensation Committee

AGENDA

2026-10-07 Board Executive Compensation Committee_Agenda_FINAL	3
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ITEMS 1 - 4: See Agenda

5. APPROVAL OF MINUTES

5.1. 2026-06-22 Board Executive Compensation Committee_DRAFT Minutes	5
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6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Fiscal Year 2026 President & CEO Incentive Compensation	
6.1. FY 2026 CEO Incentive Compensation Results_Executive Compensation Committee_10.7.2026	7

6.2. Fiscal Year 2026 President & CEO Incentive Compensation
no separate attachment for 6.2. Included in attachment for 6.1.

6.3. Tahoe Forest True North Aims	
6.3. TFHS_True North_Measuring Success_2026-0625-Organizational Goals-a	16

6.4. Fiscal Year 2027 President & CEO Incentive Compensation	
6.4. 2027 Incentive Program_President CEO_Executive Compensation Committee_Open Session_10.7.2026	17

7. CLOSED SESSION

ITEMS 8 - 12: See Agenda



TAHOE FOREST
HOSPITAL DISTRICT

**BOARD EXECUTIVE COMPENSATION
COMMITTEE AGENDA**

TO BE HELD ON
WEDNESDAY, OCTOBER 07, 2026, AT 2:00 PM
TAHOE FOREST HOSPITAL – ASPEN CONFERENCE ROOM
10800 DONNER PASS RD, SUITE 200, TRUCKEE, CA 96161

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **DELETIONS/CORRECTIONS TO THE POSTED AGENDA**
4. **INPUT – AUDIENCE**

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

5. **APPROVAL OF MINUTES** ♦

5.1. 06/22/2026 Open Session Board Executive Compensation Committee..... ATTACHMENT

6. **ITEMS FOR DISCUSSION AND/OR RECOMMENDATION** ♦

6.1. **Fiscal Year 2026 President & CEO Incentive Compensation** ♦ ATTACHMENT

The Board Executive Compensation Committee will review and accept the metrics achieved for Fiscal Year 2026 President & CEO Incentive Compensation.

6.2. **Fiscal Year 2026 President & CEO Incentive Compensation** ♦

Executive Compensation Committee review and recommend a President & CEO Incentive Compensation payout percentage for FY 2026 against metrics achieved.

6.3. **Tahoe Forest True North Aims** ATTACHMENT

The Board Executive Compensation Committee will review the FY 2027 organizational goals established as part of the True North 2030 Strategic Plan.

6.4. **Fiscal Year 2027 President & CEO Incentive Compensation** ♦ ATTACHMENT

The Board Executive Compensation Committee will consider recommending FY 2027 President & CEO Incentive Compensation goals/metrics.

7. **CLOSED SESSION**

7.1. **Approval of Closed Session Minutes** ♦

7.1.1. 06/22/2026 Closed Session Board Executive Compensation Committee

7.2. **Public Employee Performance Evaluation (Government Code § 54957)**

Title: President & Chief Executive Officer

Board Executive Compensation Committee Meeting
October 07, 2026, AGENDA – Continued

8. OPEN SESSION – CALL TO ORDER
9. REPORT OF ACTIONS TAKEN IN CLOSED SESSION
10. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS
11. NEXT MEETING DATE
12. ADJOURN

AMR:smj

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

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

**BOARD EXECUTIVE
COMPENSATION COMMITTEE**
DRAFT MINUTES

Monday, June 22, 2026 at 3:00 p.m.
Tahoe Forest Hospital – Aspen Conference Room
10800 Donner Pass Rd, Suite 200, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 3:00 p.m.

2. ROLL CALL

Board: Alyce Wong, Chair; Dale Chamblin, Board Member

Staff in attendance: Anna Roth, President & CEO; Louis Ward, Chief Operating Officer; Kim McCarl, Chief Strategy Officer; Crystal Felix, Chief Financial Officer; Sarah Jackson, Clerk of the Board

Other: John Ohrnberger, Senior Director Alvarez & Marsal Tax (remote); Tere LeBarron, Senior Director Alvarez & Marsal (remote).

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made.

4. INPUT – AUDIENCE

No public comment was received.

5. CLOSED SESSION

5.1. Approval of Closed Session Minutes ♦

5.1.1. 11/04/2025 Executive Compensation Committee Meeting
Discussion was held on a confidential item.

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

Name of District Negotiator(s) to Attend Closed Session: Alyce Wong
Unrepresented Employee: President & Chief Executive Officer
Discussion was held on a confidential item.

6. OPEN SESSION

Open Session reconvened at 4:01 p.m.

7. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

Item 5.1 was recommended for approval with a 2-0 vote. There was no reportable action for Item 5.2.

8. APPROVAL OF MINUTES OF: 05/06/2026

Director Chamblin moved to approve the Board Executive Compensation Committee minutes of May 06, 2026 as presented, seconded by Director Wong.

9. ITEMS FOR DISCUSSION AND/OR RECOMMENDATION ♦**9.1. Recommendation of FY 2027 President & Chief Executive Officer Incentive Compensation** ♦

Executive Compensation Committee will review and consider recommendation to the Board of Directors of the Fiscal Year 2027 President & CEO Incentive Compensation.

John Ohrnberger, Senior Director Alvarez & Marsal Tax reviewed the recommended revised framework for the FY 2027 President and CEO Incentive Compensation and provided his recommendations to the breakdown in percentages per metric categories.

Director Chamblin moved to recommend the revised framework for the President & CEO Incentive Compensation to the full Board of Directors for consideration at the 06/25/2026 Board Meeting. Discussion was held. Seconded by Director Wong.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

The Committee may need to schedule a special meeting prior to October 7th to review the results of the FY 2026 goals and goal setting for FY 27.

8. NEXT MEETING DATE

Next Regular Meeting per Charter will be 1st Wednesday of October (10/07/2026)

9. ADJOURN

Meeting adjourned at 4:10 p.m.

FY 2026 PRESIDENT & CEO INCENTIVE COMPENSATION

Report of Results for Executive Compensation Committee Review
October 7, 2026

FY 2026 President & CEO Incentive Compensation Criteria*

COMMUNITY – 20%

Engage ≥5,000 people to shape community priorities.

SERVICE – 20 %

Reduce Primary Care Third Next Available Appointment for patients to 30 days.

QUALITY – 20 %

Pursue Age Friendly Health System with goal of achieving Bronze-level Geriatric Emergency Department Accreditation (ACEP) at Tahoe Forest Hospital

PEOPLE – 20 %

Develop and implement workforce strategy.

FINANCIAL – 20%

Meet or exceed budgeted net income.

* Approved by the TFHD Board of Directors 11/20/2025

* The District Board of Directors reserves the discretion to award an incentive in instances where a percentage of established criteria has been achieved.



Community

20% Weight

GOAL

Engage $\geq 5,000$ people to shape community priorities.

GOAL MET

GOAL PARTIALLY MET

GOAL NOT MET

RESULTS

1. By 06/30/2026, TFHS had engaged ≥ 6500 people in the **5000 Voices** campaign.
2. The 5000 Voices campaign helped shape the priorities for the True North 2030 strategic plan.



Service

20% Weight

GOAL

Reduce Primary Care Third Next Available Appointment (TNAA) for patients to 30 days.

GOAL MET

GOAL PARTIALLY MET

GOAL NOT MET

RESULTS

1. Third Next Available Appointment for patients was 35.98 days at 6/30/2026 for Primary Care.
2. Although the goal of 30 days was not met, material progress was made, with a 22% improvement from the starting TNAA of 45.2 as of 7/1/2025.
3. Measurement methodology at 7/1/2025 included some, but not all, visit types across Primary Care, Pediatrics and Women's Health. Throughout FY2026, the team expanded TNAA tracking to include all visit types in all these areas. Using the new measurement method, baseline TNAA was 46.1 days at 7/1/2025, and TNAA achieved 35.5 days as of 6/30/2026, representing a 23% improvement.



Quality

20%

GOAL

Pursue Age Friendly Health System status with goal of achieving Bronze-level Geriatric Emergency Dept Accreditation (ACEO) at Tahoe Forest Hospital.

GOAL MET

GOAL PARTIALLY MET

GOAL NOT MET

RESULTS

1. GEDA Bronze certification achieved effective March 25, 2026.
2. TFHS staff also launched the GEDA Jedi program to recognize outstanding care for older adults.
3. Accreditation recognizes TFH as local leader in Geriatric Care, highlighting the hospital's commitment to high-quality, evidence-based, age-friendly care.
 - Of the 500 GEDA sites in the US, approximately 25% are rural. The closest are St Mary's and Northern Nevada Hospitals in Reno. There are only 3 others within 100 miles (Sacramento, Yuba City, Sonora).



People

20% Weight

GOAL

Develop and implement workforce strategy.

GOAL MET

GOAL PARTIALLY MET

GOAL NOT MET

RESULTS

1. People & Workforce Strategy provided to the Board of Directors during the May 2026 meeting that addresses building a future-ready workforce to drive improved access and positive patient experience while sustaining employee engagement, operational efficiency, and long-term organizational performance.
2. Implementation was postponed until the new Chief Human Resources Officer (CHRO) arrived at TFHS.
3. New CHRO started on August 4, 2026.



Financial

20% Weight

GOAL

Meet or exceed budgeted net income.

GOAL MET

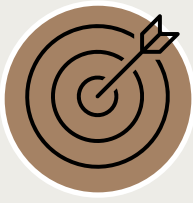
GOAL PARTIALLY MET

GOAL NOT MET

RESULTS

1. Preliminary* FY 2026 Net Income is \$38,911,069, against a budgeted Net Income Target of \$23,958,434.

*Preliminary Net Income result is subject to verification by annual fiscal audit.



FY 2026 Overall Results

Goal	Weight	Results*	Bonus Yield
Community	20%	Met	20%
Service	20%	Partially Met	TBD
Quality	20%	Met	20%
People	20%	Partially Met	TBD
Financial	20%	Met	20%
TOTAL	100%	TBD	TBD

* The District Board of Directors reserves the discretion to award an incentive in instances where a percentage of established criteria has been achieved.

Discussion





Health Within Reach

GOAL

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

4,000

Visits per month

Number of Primary Care visits (capacity)

Current FY monthly average ~ 3200 visit

STANDARD

30 Days

Third Next Available Appointment

Reducing wait times for appointments

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

STANDARD

Financial Assistance

Making care more affordable and accessible

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

NOVEL



Community Guided

GOAL

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

Input Informs Action

5000 Voice 2.0

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

NOVEL

Leveraging PFAC

PFAC Action Plan

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

NOVEL



Transformation

GOAL

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

Health In Action

Transformation Summit

Convening a community-shared transformation summit (Reporting Only)

Novel

Board Engagement

Governance

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

Novel

Partnerships

Build collaboration across the organization:

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

Novel



TAHOE FOREST
HEALTH SYSTEM

FY 2027 PRESIDENT & CEO INCENTIVE COMPENSATION: PROPOSED METRICS

Executive Compensation Committee
Open Session; 10.7.2026

Incentive Plan yields based on achievement

President & CEO FY 2027 Incentive Compensation Plan and Framework approved by the TFHD Board of Directors on 6/25/2026:

Threshold (minimum) Performance	Target Performance	Maximum Performance
17.5% of CEO base salary	35% of CEO base salary	52.5% of CEO base salary

Incentive Plan Trigger*

- Incentive plan is not funded unless the following two triggers are met:
 1. Patient Satisfaction metrics achieve a Press Ganey total average score of 92 as measured at 6/30/2027.
 2. Budgeted Earnings Before Interest, Depreciation, and Amortization (EBIDA) for 2027 is achieved.

*President & CEO FY 2027 Incentive Compensation Plan and Framework approved by the TFHD Board of Directors on 6/25/2026, including an Incentive Plan Trigger approved by the Board of 80% of Budgeted Net Income.

Proposed Incentive Plan Financial Trigger has a higher degree of difficulty than what was approved by the Board. Budgeted EBIDA is recommended as a better gauge of fiscal stability because it isolates recurring operating performance from financing choices and noncash depreciation and amortization, making results more comparable and the operating cushion clearer.

Fiscal Year 2027 CEO Incentive Goals: Proposed Metrics

	Goal	Metric at Target-Level Achievement	Metric Weight	Total Weight
Financial	Earnings Before Interest, Depreciation & Amortization (EBIDA)	Achieve 120% of budgeted EBIDA by 6/30/2027.	30%	30%
Quality	Patient Satisfaction	Patient Satisfaction metrics achieve an average score of 94, as measured by Press Ganey Total Average Score at 6/30/2027.	20%	20%
True North 2030 Strategic Aims	Health Within Reach	Achieve 4,000 available Primary Care patient visits per month by 6/30/2027.	15%	30%
	Health Within Reach	Reduce Third Next Available Appointment (TNAA) for Primary Care, Women's Health, and Pediatrics to 30 days by June 30, 2027.	15%	
	Community Guided	Guide and facilitate the Patient / Family Advisory Committee (PFAC) in performance improvement analysis and planning for specific programs that are responsive to community input from the 5000 Voices Campaign.	5%	10%
	Community Guided	Hold Beyond Possible event and leverage learnings and momentum from 2026 event to plan/book similar caliber event in 2027.	5%	
	Transformation	Launch a Leadership Development Platform aimed at building physician, clinician, and leader engagement and alignment with True North Aims, operational imperatives, and continuous performance improvement.	5%	10%
	Transformation	Engage the Board in a structured educational framework to equip them with the insights necessary to navigate complex local, regional, and national healthcare delivery challenges.	5%	
TOTALS			100%	100%

Continued Focus on Balancing and Novel Metrics

While specific True North Aims are featured in the proposed incentive compensation metrics, monitoring the organization's broader health will continue.

Balancing Metrics help identify unintended consequences that may occur when improvement efforts in one area place pressure on another.

Focus will continue on the **Balancing Metrics** below that ensure 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 Metrics

Focus will also continue on **Novel Metrics** that enable us to pilot novel approaches to address key feedback from our community. Pilot programs help us analyze the effectiveness and sustainability of different approaches, establish baselines, and develop meaningful performance targets. **Novel Metrics** currently being gathered for reporting purposes address making care more affordable and accessible, including:

- Lab Test Utilization Pilot
- Total Financial Assistance Pilot

Novel Metrics from pilot programs may run for multiple years to validate stable state and that outcomes are meaningful and sustainable.

Appendix

Detailed information on each metric
proposed in the FY 2027 CEO
Incentive Compensation Program

Financial Metric (Overall Weight = 30%)

2027 Incentive Goal	Metric Definition @ Target	Metric Type; Desired Direction	Weight	Minimum Achievement Definition	Target Achievement Definition	Maximum Definition
Financial Metric*	2027 Budgeted Earnings Before Interest, Depreciation, and Amortization (EBIDA)	Outcome metric; Higher is better	30%	Budgeted EBIDA	120% of budgeted EBIDA	150% or greater of budgeted EBIDA

*President & CEO FY 2027 Incentive Compensation Plan and Framework approved by the TFHD Board of Directors on 6/25/2026, including a Financial Metric approved by the Board as follows:

- Threshold: 80% of Budgeted Net Income
- Target: 100% of Budgeted Net Income
- Maximum: 120% of Budgeted Net Income

Proposed Incentive Plan Financial Trigger has a higher degree of difficulty than what was approved by the Board. Budgeted EBIDA is recommended as a better gauge of fiscal stability because it isolates recurring operating performance from financing choices and noncash depreciation and amortization, making results more comparable and the operating cushion clearer.

Quality Metric (Overall Weight = 20%)

2027 Incentive Goal	Metric Definition @ Target	Metric Type; Desired Direction	Weight	Minimum Achievement Definition	Target Achievement Definition	Maximum Definition
Quality Metric: Patient Experience*	Patient Satisfaction Scores as measured by Press Ganey total average score at 6/30/2027.	Outcome metric; Higher is better	20%	Patient Satisfaction metrics maintain Press Ganey total average score of 92.	Patient Satisfaction metrics achieve maintain Press Ganey total average score of 94.	Patient Satisfaction metrics achieve Press Ganey total average score of 96 or above.

*Patient Experience measured by Press Ganey Patient Satisfaction Surveys issued to patients in the following areas:

- Inpatient
- Outpatient
- Ambulatory
- TFH Emergency Department
- IVCH Emergency Department
- Multispecialty Clinics
- Outpatient Rehabilitation
- Cancer Center

True North Strategic Objective #1: Health Within Reach (Overall Weight = 30%)

True North Aim	Metric Definition @ Target	Metric Type; Desired Direction	Weight	Minimum Achievement Definition	Target Achievement Definition	Maximum Definition
Health Within Reach	Achieve 4,000 available Primary Care patient visits by 6/30/2027.	Outcome metric; Higher is better	15%	3,600 available patient visits per month, or 90% of Target.	4,000 available patient visits per month.	4,800 available patient visits per month, or 120% of Target.
Health Within Reach	By June 30, 2027, Third Next Available Appointment (TNAA) for Primary Care, Women's Health, and Peds is 30 days.	Outcome metric; Lower is better	15%	TNAA is 36 days	TNAA is 30 days	TNAA is 24 days or lower

True North Strategic Objective #2: Community Guided (Overall Weight = 10%)

True North Aim	Metric Definition @ Target	Metric Type; Desired Direction	Weight	Minimum Achievement Definition	Target Achievement Definition	Maximum Definition
Community Guided	Beyond Possible Summit is organized and held as a community-related transformation event.	Process metric; all steps completed	5%	N/A	1. Beyond Possible Summit held; participant feedback gathered.	#1 achieved, and 2. Leverage learnings and momentum from 2026 Beyond Possible to plan/book 2027 event at/above caliber of 2026 event.
Community Guided	Patient / Family Advisory Committee (PFAC) engages in analysis and planning for specific programs that are responsive to community input from the 5000 Voices Campaign.	Process metric; all steps completed	5%	1. PFAC completes assessment of community need via a Performance Improvement exercise (i.e., value stream mapping of current and future state).	#1 achieved and 2. One specific new community event or intervention is completed based on learnings from #1 by 6/30/2027.	#1 and #2 are achieved, and 3. <u>Two</u> specific new community events or interventions are completed based on learnings from #1 by 6/30/2027.

True North Strategic Objective #3: Transformation (Overall Weight = 10%)

True North Aim	Metric Definition @ Target	Metric Type; Desired Direction	Weight	Minimum Achievement Definition	Target Achievement Definition	Maximum Achievement Definition
Transformation	Launch a Leadership Development Platform aimed at building physician, clinician, and leader engagement and alignment with True North Aims, operational imperatives, and continuous performance improvement.	Process metric; all steps completed	5%	1. Platform is launched by 1/1/2027.	#1 achieved and 2. First cohort of leaders enrolled and actively learning by 3/31/2027.	#1 and #2 achieved and 3. First cohort of leaders progresses to next level of platform and second cohort enrolled by 6/30/2027.
Transformation	Engage the Board in a structured educational framework to equip them with the insights necessary to navigate complex local, regional, and national healthcare delivery challenges.	Process metric; all steps completed	5%	1. Establish a 12-month educational curriculum along with quarterly strategic briefings on topics relevant to True North Aims.	#1 achieved and 2. Build a digital repository to house relevant health care industry white papers, educational materials from The Governance Institute, Institute for Healthcare Improvement, American Hospital Association, California State Rural Health Association, National Quality Forum, etc.	#1 and #2 achieved, and 3. Align governance support to implement Governance Best Practice recommendations and drive strategic choices.

Committee Action Requested

- Approve 2027 President & CEO Incentive Compensation Program metrics as presented.

QUESTIONS?

