



Fiscal Year 2018  
Accomplishments



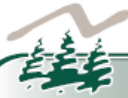
# Tahoe Forest Health System

## Organizational Excellence Model



### OUR VISION

To serve our region by striving to be the best mountain health system in the nation



### OUR MISSION

We exist to make a difference in the health of our communities through excellence and compassion in all we do



### VALUES – We believe in

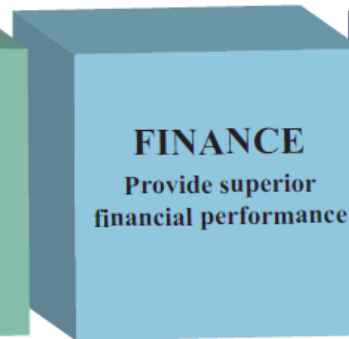
**QUALITY** holding ourselves to the highest standards and having personal integrity in all we do

**UNDERSTANDING** being aware of the concerns of others, caring for and respecting each other as we interact

**EXCELLENCE** doing things right the first time, every time, and being accountable and responsible

**STEWARDSHIP** being a community steward in the care, handling and responsible management of resources while providing quality healthcare

**TEAMWORK** looking out for those we work with, finding ways to support each other in the jobs we do



Foundations of Excellence

A male healthcare professional, possibly a nurse or doctor, stands in a hospital room. He is wearing a blue short-sleeved button-down shirt and tan pants. A stethoscope is draped around his neck. He is leaning his right hand on a hospital bed covered with a white sheet. In the background, there is a medical cart with various equipment, including a monitor and a printer. A wooden door is visible on the right side of the frame. The word "QUALITY" is overlaid in large, black, sans-serif capital letters across the center of the image.

QUALITY

# Quality

---

- For the fourth year in a row, Tahoe Forest Hospital (TFH) was named in Becker's Hospital Review's list of "Critical Access Hospitals to Know" in the United States.
- Gene Upshaw Memorial Tahoe Forest Cancer Center completed the American Society for Radiation Oncology's Accreditation Program for Excellence (APEX) and received a four year accreditation for Radiation Oncology Services.
- Gene Upshaw Memorial Tahoe Forest Cancer Center continued as a UC Davis Rural Center of Excellence.

**BECKER'S** \_\_\_\_\_  
**Hospital Review**

---

*Designated*  
**UCDAVIS**  
\_\_\_\_\_  
**RURAL CENTER  
OF  
EXCELLENCE**



# Quality

---

- Incline Village Community Hospital (IVCH) had a successful unannounced two day CMS Validation Survey. The purpose of the survey is for CMS to monitor the survey work of deemed authority agencies such as Healthcare Facilities Accreditation Program (HFAP). Both TFH and IVCH had successful three year unannounced deemed accreditation surveys in fiscal year 2017.
- TFHS established a Multidisciplinary Sepsis Early Management Bundle Performance Improvement to increase core measure compliance. Compliance increased to 76%, up from 62.1% in fiscal year 2017.
- TFHS expanded Performance Improvement Committee participants. Both clinical and non clinical departments report their quality metric results and improvements twice a year. Participation increased from 36 to 51 departments.

# Quality - Technology

---

- TFHS implemented the Mercy EPIC Electronic Health Record. After a year of rigorous investigation and negotiation, the team decided on using Mercy Technology Services to host and implement the full version of the EPIC solution to replace seven of the District's disparate patient records software solutions. 3,401 trainings were completed prior to go live in November 2017. This implementation improves patient safety and provides a continuity of care between providers.
- In conjunction with the new EPIC software, TFHS implemented a new MyChart patient portal that allows patients to view their records, communicate with their care provider, refill prescriptions, request appointments, and other modern conveniences.

# Quality – Patient Safety

---

- Tahoe Forest Health System opted in to the BETA HEART (healing, empathy, accountability, resolution, trust) Program which promotes organization-wide culture change and instills trust, that results in improved partnerships with patients, patients' families and caregivers. Its goal is to introduce a holistic approach to reducing harm in health program. Executive leadership, nursing and physicians have attended specialized training including disclosure training.



# Quality – Patient Safety

---

- Nursing implemented daily safety huddles which were expanded to include all departments.
- All TFHS staff participated in a two-hour Workplace Violence Training Program. This program educated staff on how to protect themselves from aggressive and violent behavior and included hands on training exercises.
- TFHS committed to improving security by adding security services to TFH and IVCH.
- A Culture of Safety Survey was conducted, achieving a 63% response rate and developed an action plan based on survey results. This annual survey will enable the Health System to monitor our Culture of Safety improvements.



# Quality - Nursing

---

- Leadership rounds were expanded to Medical/Surgical, Emergency Department and Joseph Family Center for Women and Newborn Care units to interview patients about the quality of care they received.
- TFH received the following Collaborative Alliance of Nursing Outcome (CALNOC) Performance Excellence Awards:
  - *Best Performance in Preventing Moderate and Injury Falls*
  - *Best Performance in Preventing Hospital Acquired Pressure Injuries (HAPI)*
  - *Special Recognition for Preventing both HAPI and Injury Falls*



# Quality - Perinatal

---

- TFH received the 2018 Women's Choice Award as One of America's Best Hospitals for Obstetrics. The recognition signifies TFH is in the top 17% of 2,815 U.S. hospitals offering obstetrics. This is the fourth time Tahoe Forest Hospital has been awarded the Women's Choice Award.
- TFH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in OB. This is the seventh year in a row meeting 100% Tier 1 and Tier 2 requirements. Participation includes both nursing and medical staff. This recognition is for the commitment to deliver optimal perinatal care and strive to reach zero preventable harm. BETA is a provider of professional liability and risk management services. This award also results in premium credits for the District.



# Quality – Perinatal

---

- TFHD received the 2017 Smart Care California achievement award for achieving the Healthy People 2020 target for low-risk first-Birth Cesarean Sections.
- TFH maintained its National Baby Friendly Designation.
- Labor & Delivery moved into the new Joseph Family Center for Women and Newborn Care unit allowing for expanded capacity with 4 Labor and Delivery suites, 4 Postpartum suites and a surgical suite.
- Nitrous oxide was implemented for labor pain management.
- To improve support for families who have a loss, all OB nurses completed a Perinatal Loss training program.



# Quality - Emergency Department

---

- IVCH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in Emergency Department. This is the fifth year in a row meeting Tier 1 requirements. This recognition is for the commitment to strive to eliminate preventable harm to those in need of emergent care.
- TFH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in Emergency Department. This is the seventh year in a row meeting Tier 1 requirements. This recognition is for the commitment to strive to eliminate preventable harm to those in need of emergent care.
- TFH began work on an initiative to become a Level III Trauma Center. This will be an 18-24 month process that will require a survey by the American College of Surgeons.

# Quality - Orthopedic Services

---

- American Orthopaedic Association's Own the Bone program addresses the emerging epidemic of osteoporosis-related fragility fractures and uses a clinically-proven, web-based patient registry and 10 prevention measures to accomplish its goals. TFHS was recognized as an *Own The Bone Star Performer* for achieving an exception compliance rate on the 10 prevention measures of the program as highlighted in *U.S. News & World Report*.



# Quality – Population Health

---

- Tahoe Forest Health System increased access to mental and behavioral health by working collaboratively with Mountain Gateway Center.
  - Implemented Youth Therapeutic Mentoring Program.
  - Provided 933 hours of service for a total unreimbursed cost of \$87,702 of which TFHS supported 106 hours of that time.
  - 12 youth and transitional age youth were served in the mentoring program this year.
- 92% of all local kindergarteners are vaccinated.
- Wellness Neighborhood developed and implemented a pre-diabetes class with an 80% completion rate.



# Quality – Population Health

---

- The Center for Health moved from a fitness based gym to a medically managed fitness program. This new program incorporates chronic disease self-management, weight loss, nutrition and mindfulness stress reduction for a more comprehensive approach to health and wellness.
- Over 500 physician referrals were made to wellness related programs.
- TFHS initiated an Incline Village Community Hospital Wellness Committee comprised of local community members to address the Community Health Needs Assessment and increase access to wellness services.

# Quality - PRIME

---

- For the third year in a row, TFHD completed the Public Hospital Redesign & Incentives in Medi-Cal (PRIME). All criteria for year three were met for maximum financial benefit of the programs in the intergovernmental match.
  - Million Hearts
    - Wellness visits were integrated into primary care. Medical Assistants were trained to complete these annual visits.
    - PRIME participants with Heart Disease increased their utilization of aspirin from 67% to 88%.
  - Chronic Non-Malignant Pain Management
    - Behavioral health services were integrated into the pain management program.
    - Depression screenings were increased by 52% in our Primary Care clinics.





# Quality – Case Management and Care Coordination

---

- Case Management was integrated into the Emergency Departments at both TFHD and IVCH.
- Care Coordination was integrated into Primary Care offices which led to a decrease in our Medicare readmissions rate from 12% to 9.8%.  
(The National Medicare Readmission Rate is 15.8%.)
- TFHS implemented Orthopedic Care Coordination which saw over 90 patients.
- Care Coordination was expanded to include Obstetrics.
- The Utilization Committee was separated from the Quality Committee to focus on improving hospital utilization and transitions of care.

A photograph showing a young woman with dark hair in a ponytail, wearing a light blue shirt, leaning over and smiling at an elderly woman with short grey hair. The elderly woman is seated in a wheelchair, wearing a white long-sleeved shirt and a grey cardigan. She is also smiling and looking up at the caregiver. The background is a bright, blurred indoor setting, possibly a hallway or a common area. The word "SERVICE" is overlaid in the center of the image in a bold, black, sans-serif font.

SERVICE

# Service - Patient Satisfaction

---

- Tahoe Forest Health System saw an improvement in its Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores from the rollout of “Creating the Perfect Care Experience” initiative
  - Percentile ranking for “Rate this Hospital 9 or 10” increased from 92% in the first quarter to 99% in the fourth quarter.
  - Percentile ranking for “Recommend this Hospital” increased from 95% in the first quarter to 98% in the fourth quarter.
- The overall Patient Satisfaction score for fiscal year 2018 was 94.11, exceeding a goal of 93.76. Patient Satisfaction has increased year over year as the overall Patient Satisfaction score in fiscal year 2017 was 93.84 and fiscal year 2016 was 93.76.
- Ambulatory Surgery patient satisfaction scores increased from 75% in the first quarter to 99% in the fourth quarter. This was accomplished through an Ambulatory Performance Improvement Team initiative.

# Service - Patient Satisfaction

---

- All Multi-Specialty Clinic (MSC) front line staff attended a two hour training on empathy and communication to discuss setting expectations around creating a positive patient experience every time. The training was well received with good involvement and feedback from staff.
- MSC Percentile Rank increased from 54% in the first quarter to 68% in the fourth quarter. This was accomplished with the commitment of MSC staff and the patient experience training.

# Service

---

- TFHS celebrated its fourth year with Patient and Family Advisory Council (PFAC) volunteers. Eight volunteers have been actively engaged in operational suggestions to improve Health System processes and the experience of our patients and visitors.
- The patient complaint process was streamlined by transitioning from a Patient Advocate to a Patient Experience Specialist with a clinical Registered Nurse background. The improved clinical knowledge has increased both patient and provider satisfaction.

# PEOPLE



# People

---

- Communication efforts were increased throughout the Health System:
  - 495 employees attended Town Hall sessions with a focus on communication and teamwork.
  - Many departmental focus groups met with the Chief Executive Officer and Human Resources.
  - Began distribution of Weekly Bulletins.
  - Lunch and Learns were set up to provide employees with critical Health System updates.
- Over 252 new employees were recruited and on boarded. The Human Resources department also on boarded three new physician offices converting their staff to TFHS.

# People

---

- With the addition of new services and programs, Tahoe Forest Health System has 858 employees and 210 Volunteers.
- Employee engagement was increased through a number of successful events including a Hospital Week BBQ, Annual Picnic, Night Out at the Aces, and Holiday Party.
- Departments also participated in pumpkin carving, Uncle Sam hat decorating and gingerbread house contests.



# People

---

- Wellness at Work: Results of annual TFHS Employee wellness screenings indicate overall improvement.
  - Participation of benefit eligible employees increased to 84%.
  - High cholesterol ratios showed a reduction from 10.5% to 7.9%.
  - High glucose numbers decreased to 3.8% compared to 7.5% in 2016.
  - Smoking rates dropped from 4.8% to 4%.

# People - Education

---

- 24 staff leaders completed the first Tahoe Forest Hospital Leadership program. The leadership program was provided on campus in partnership with the University of Nevada Reno.
- A new Clinical Orientation was developed and implemented for all clinical staff. This program improves and prepares new clinical staff to begin work with the health system.
- The Resuscitation Quality Improvement program continued and will be featured in an American Heart Association case study article highlighting our success as an “early adopter” of the program.
- Monthly Lunch & Learn programs were developed and implemented for all staff to get up to date information on a variety of topics.
- During the 2017-18 winter season, TFHS hosted four Winter Injury Learning Sessions open to medical and mountain professionals.

# People - Medical Staff

---

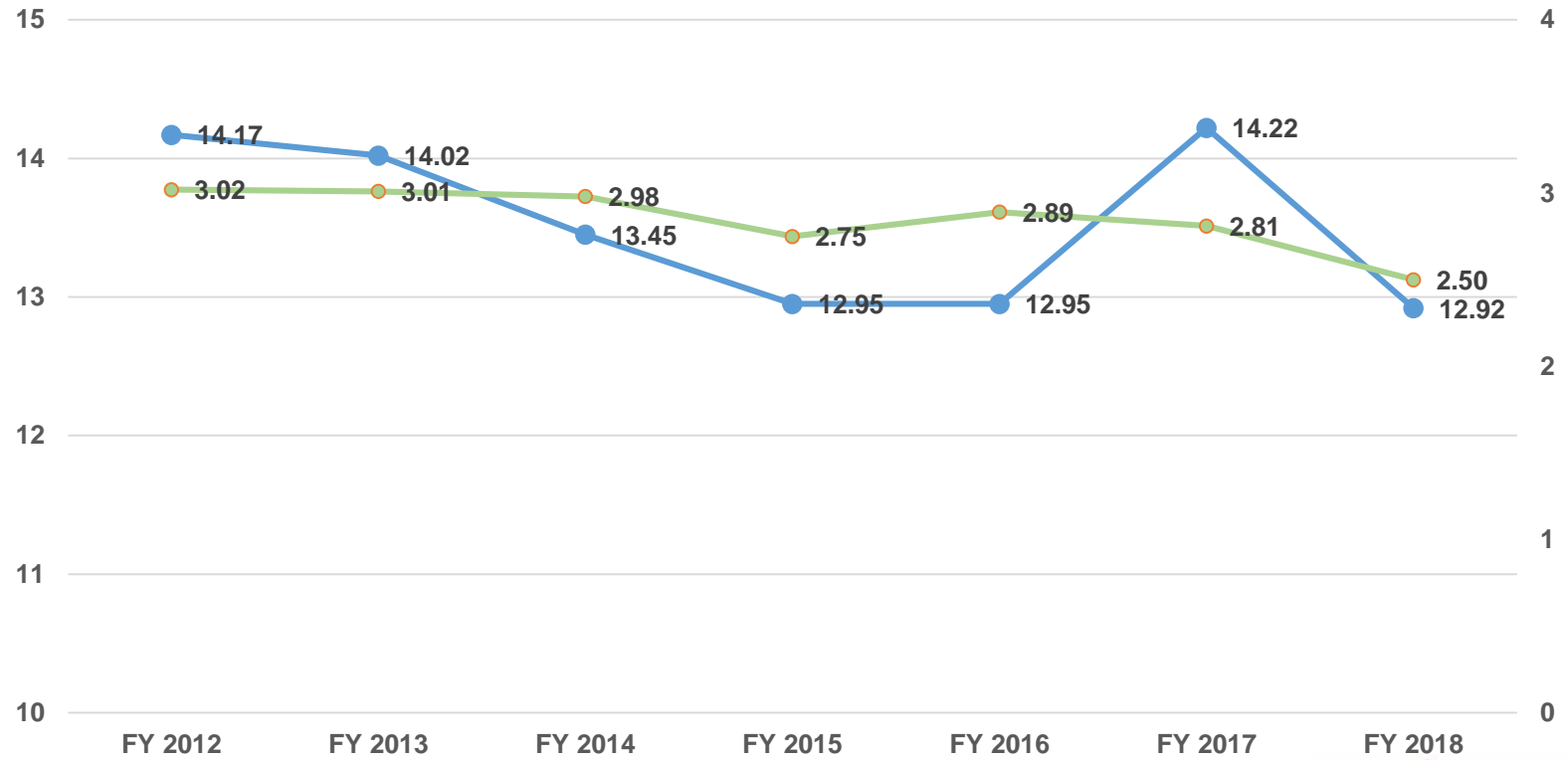
- Tahoe Forest Health System has grown its Medical Staff provider team to 146 in fiscal year 2018, up from 115 in fiscal year 2015.
- TFHS hosted 31 medical students in the areas of Orthopedics, Family Medicine, OB/Gyn, General Surgery, Emergency Medicine, Pediatrics, Radiology and Oncology.
- TFHS hosted 11 Physician Assistant students in the areas of Orthopedics, Family Medicine, OB/Gyn, General Surgery, Emergency Medicine, Occupational Health, Oncology and Cancer Center Psychiatry.
- TFHS hosted 10 Continuing Medical Education (CME) events for providers.

A close-up, slightly blurred photograph of a person's hands working at a desk. The right hand is holding a pen and pointing at a calculator, while the left hand is on a computer mouse. In the background, a laptop is open, and a pair of glasses is on the desk. The scene is brightly lit, possibly by natural light from a window. The word "FINANCE" is overlaid in the center of the image.

FINANCE

# Finance

## Average Daily Census and Length of Stay - Acute & Swing Patients



● ADC ● LOS

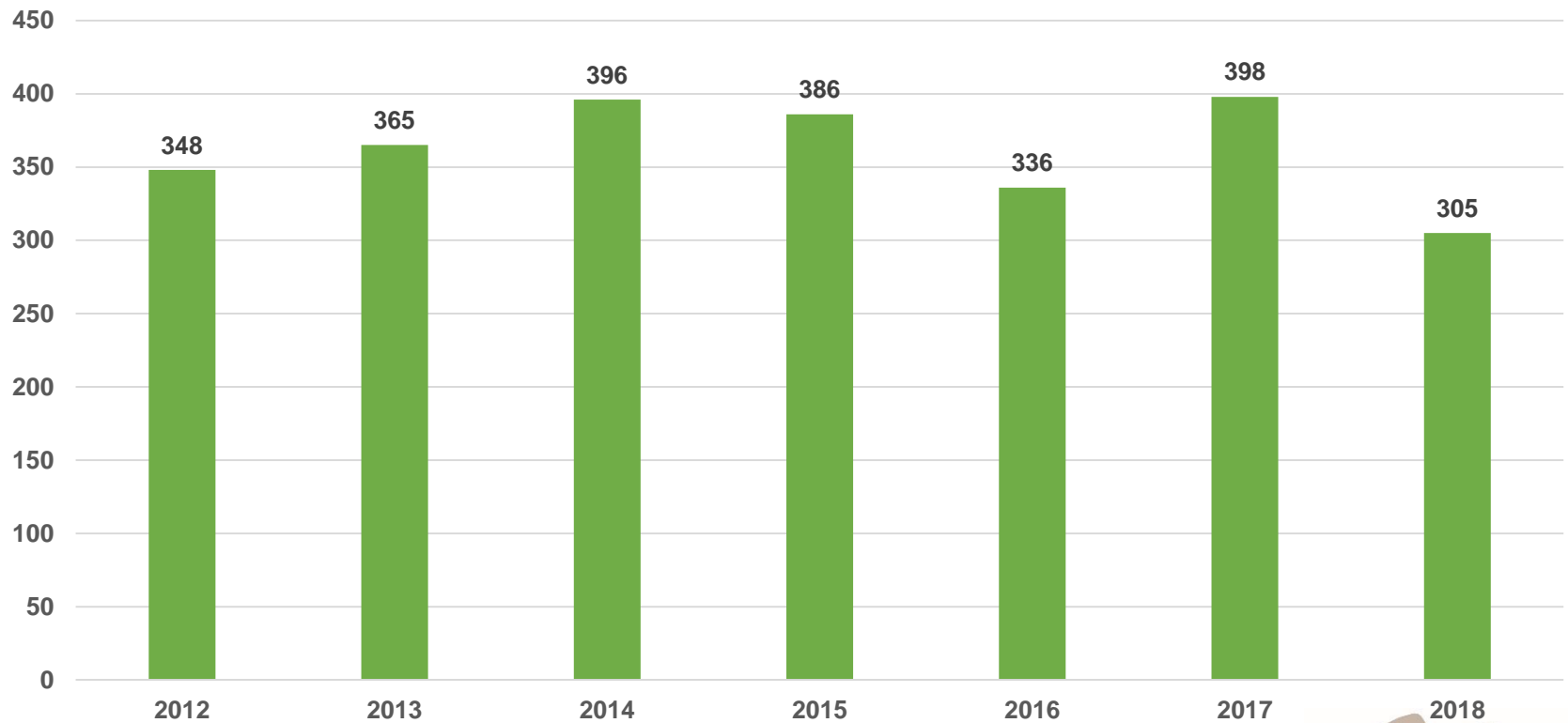
FY18 Accomplishments



# Finance

---

## Deliveries Per Annum

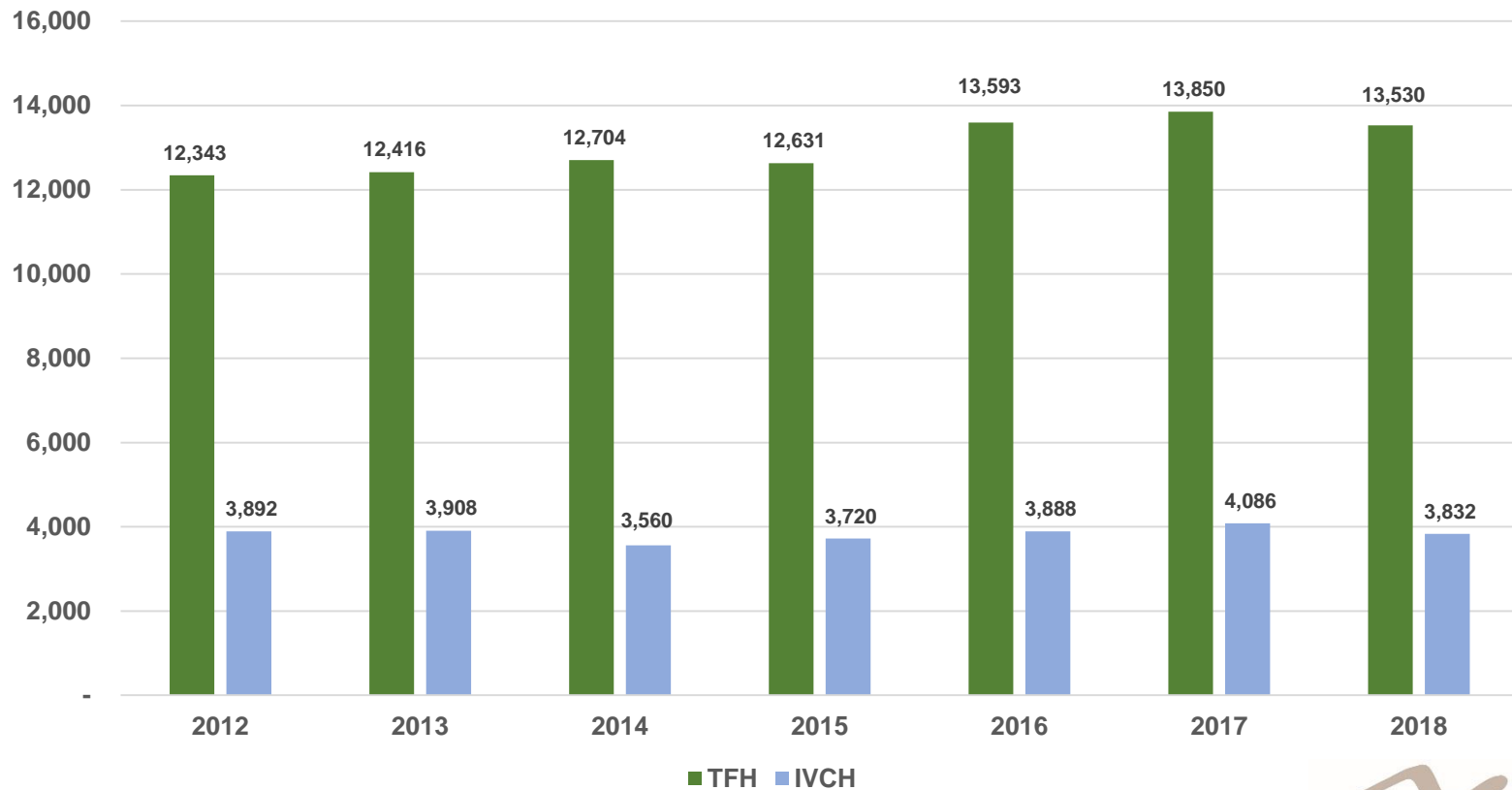


FY18 Accomplishments



# Finance

## Emergency Department Visits Per Annum

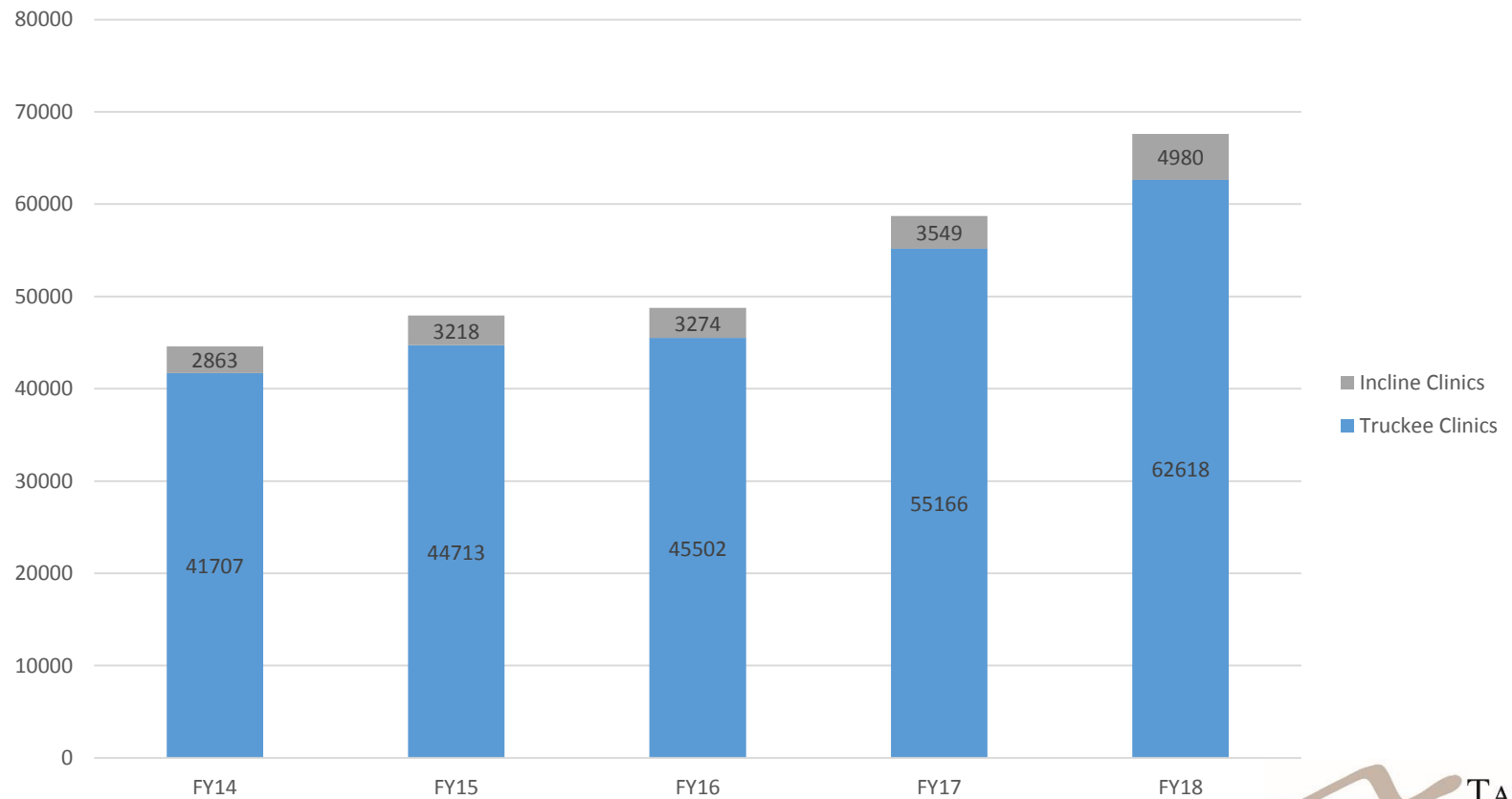


FY18 Accomplishments



# Finance

## Provider Office Visits



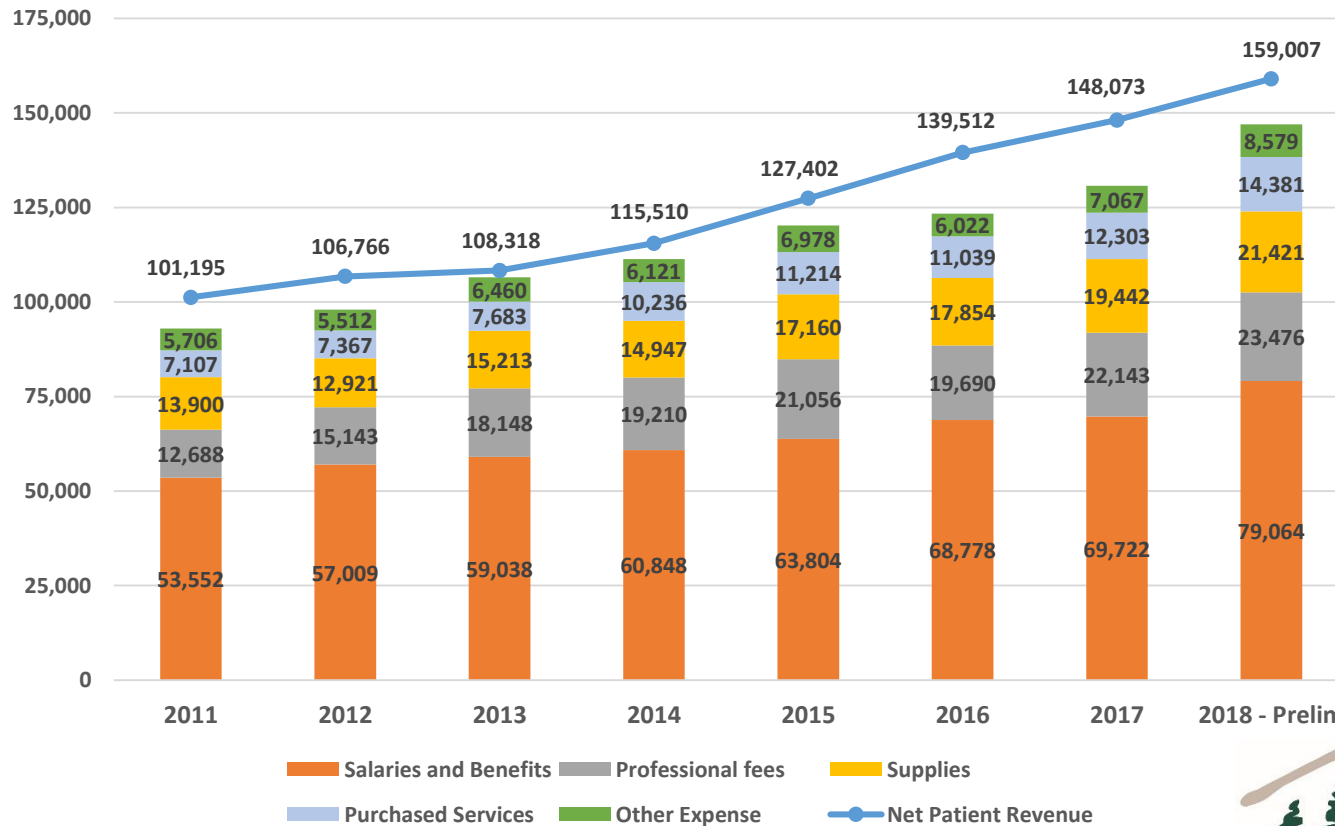
FY18 Accomplishments





# Finance

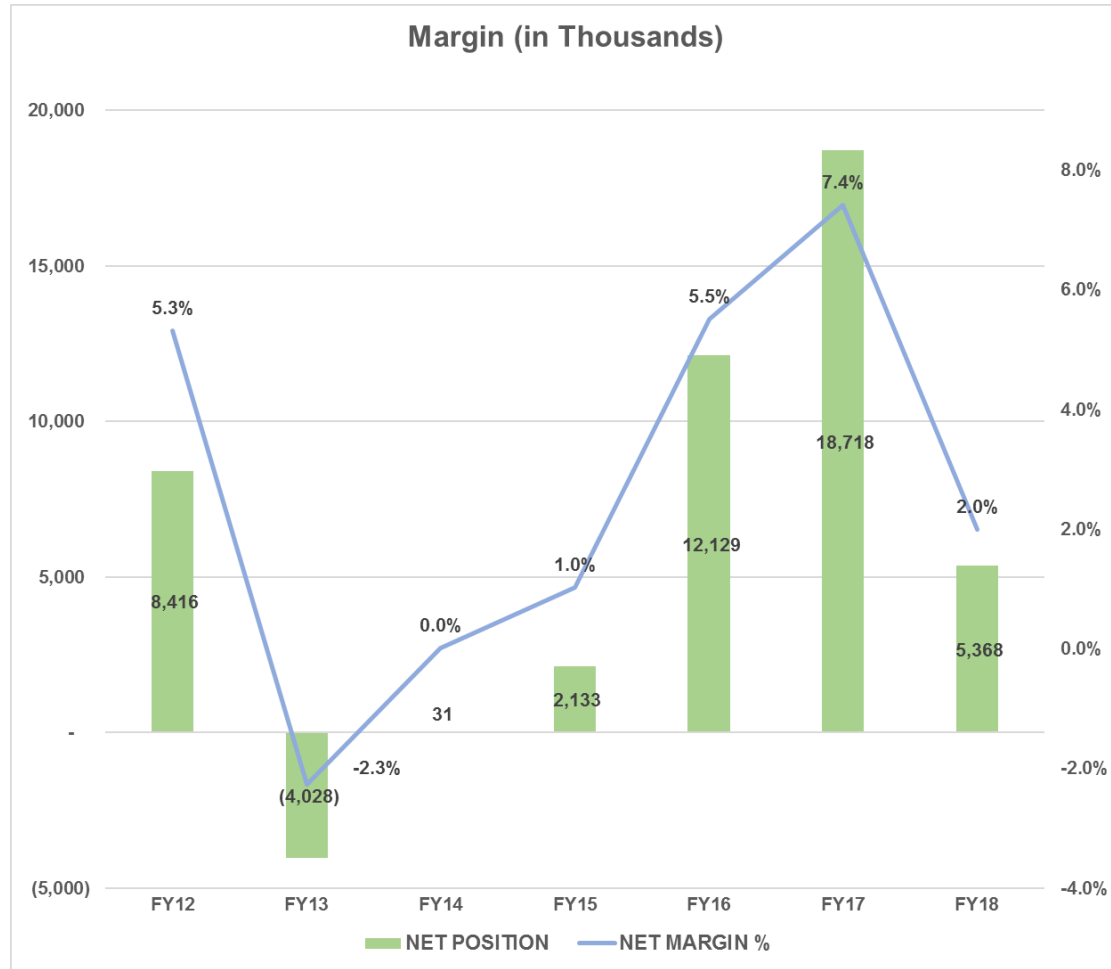
## Hospital Revenue Vs Expense Trend (\$'000's)



FY18 Accomplishments



# Finance



FY18 Accomplishments



# Finance - Technology

---

- Hospital Meaningful Use Hardship applications were completed and accepted by CMS due to Epic implementation project. This avoids reimbursement penalties for both TFH and IVCH.
- As part of the Nuance PS360 upgrade, TFHS will have software to provide Radiology specific data for reporting to insure compliance of CMS' "Patient Quality Reporting System" (MACRA/MIPS) to insure maximum reimbursement Quality Tracking metrics, A "Clinical Decision Support" tool specific to Radiology and improved software to check critical results, laterality and patient sex prior to results being distributed.
- In an effort to greatly improve security and reduce risks, TFHS upgraded to a Palo Alto firewall and TRAPS Endpoint Virus Protection to prevent a broad range of attacks.

# Finance - Technology

---

- Genesys Call Center Solution was implemented to assist the Access Center with reporting on call times, hold times, hang-ups, etc.
- Nutanix Hyperconverged Storage is a new storage and computer platform that allows TFHS to virtualize its server environment and grow by adding modules.
- All Pyxis Med Station Automated Dispensing Machines were updated and replaced. Additionally a Pyxis unit was added to IVCH second floor Med Surg unit.
- As a component of the HIS Restructure program the district took advantage of the opportunity to redesign and deploy our interface engine that allows TFHD computer systems to interoperate (share clinical and financial information) securely with each other and with systems that exist outside of our network.

# Finance - Legal

---

- TFHS enhanced its legal services and reduced outside legal fees by hiring an In-House Counsel.
- The overall contracting process was improved by having in-house counsel review all contracts.
- TFHD opted into California's Uniform Construction Cost Accounting Act which provides public agencies economic benefits and greater freedom to expedite public works projects.
- The Vendor Evaluation Forms (VEF) module in Meditract was initiated to improve compliance and contracting processes. The module documents and triggers an annual review of all contracts.

GROWTH



# Growth

---

- Tahoe Forest Health System saw continued growth of its physician service line and offered the following specialties:

## TFH Campus

- Cardiology
- Ear, Nose & Throat/Audiology
- Family Medicine
- Gastroenterology
- General Surgery
- Hospitalist
- Internal Medicine
- Neurology
- Obstetrics & Gynecology
- Occupational Health
- Oncology
- Orthopedics & Sports Medicine
- Pediatrics
- Pulmonology

- Radiation Oncology
- Urology

## IVCH Campus

- Incline Health Center
  - Cardiology
  - Family Medicine
  - Ear, Nose & Throat
  - Pediatrics
  - Sleep Center
- Lakeside Family Medicine

# Growth

---

- TFHS successfully recruited the following providers to increase services to its communities:
  - Family Medicine
    - 2.5 providers in Truckee
    - 2 providers in Incline Village
  - Orthopedics
    - 2 providers
  - Gastroenterology
    - 0.75 provider
  - Urology
    - 1 provider
  - Hospitalist
    - 1 provider
  - Locums to permanent in progress
    - 1 provider in ENT
    - 0.5 provider in Neurology



# Growth

---

- Rural Health Clinic (RHC) applications were submitted to the state for Pediatrics, Internal Medicine/Cardiology and Incline Health Center.
- Provider office visits grew to 67,598 from 58,715 in fiscal year 2017.
- TFHD on boarded three physicians and a Nurse Practitioner from Tahoe Forest Women's Center. An additional physician was also added since integration into health system.
- The Lakeside Family Medicine clinic in Incline Village was on boarded into the Health System. This included a physician and Nurse Practitioner.
- A new part time ENT physician was added in the Incline Health Center.
- The leadership structure of Multi-Specialty Clinics was expanded to meet the growing provider services. This included adding a Director of Specialty Services and Director of Orthopedics and Sports Medicine. Dedicated management support was also added in Oncology, Orthopedics and Sports Medicine, Primary Care and Specialties.

# Growth - Navigation

---

- The Patient Navigation department was designed to give our patients one number to call for assistance with navigating through the healthcare system to programs and services that best meet their healthcare needs.
- This year the patient navigation program expanded from five to seven days a week. Navigation directs clients to programs and services that are most appropriate.
- The patient navigation department assisted over 583 patients to improve coordination and create a seamless transition into the healthcare system.

# Growth - Governance

---

- TFHS was active during the legislative session penning over 20 letters of support or opposition.
  - TFHS was a key participant in killing SB538 which would have impacted small, rural healthcare systems with burdensome new contracting requirements.
  - At the request of Association of Hospital District and California Special District Association, TFHD testified before the Assembly Health Committee during hearings on healthcare districts in March.
  - Influential participant in California Hospital Association Legislative visits.
  - Active role in defeating key bills such as SB 1288 – Nurse Patient Ratio Penalties
- TFHS conducted outreach with senior leadership at other local healthcare districts, such as Barton Health, Renown Health, St. Mary's, Eastern Plumas Hospital District and Plumas District Hospital, to continue relationship building and address local and regional healthcare challenges.

# Growth - Governance

---

- TFHD has a representative on the Mountain Housing Council Board. The District participates on the Advocacy Sub-Committee to assist in the development of lobby efforts related to housing. TFHD also participates on the Policy Committee to assist in the development of potential policies for governmental agencies that might aid and assist in the goal of “achievable housing” in the region.
- The District participated in the development of a Town of Truckee Public Finance Policy that will not negatively impact special districts.
- Board of Directors redesigned monthly agenda and agenda review that has resulted in board meeting efficiencies. This also included redesign of the subcommittee structure.

# Growth

---

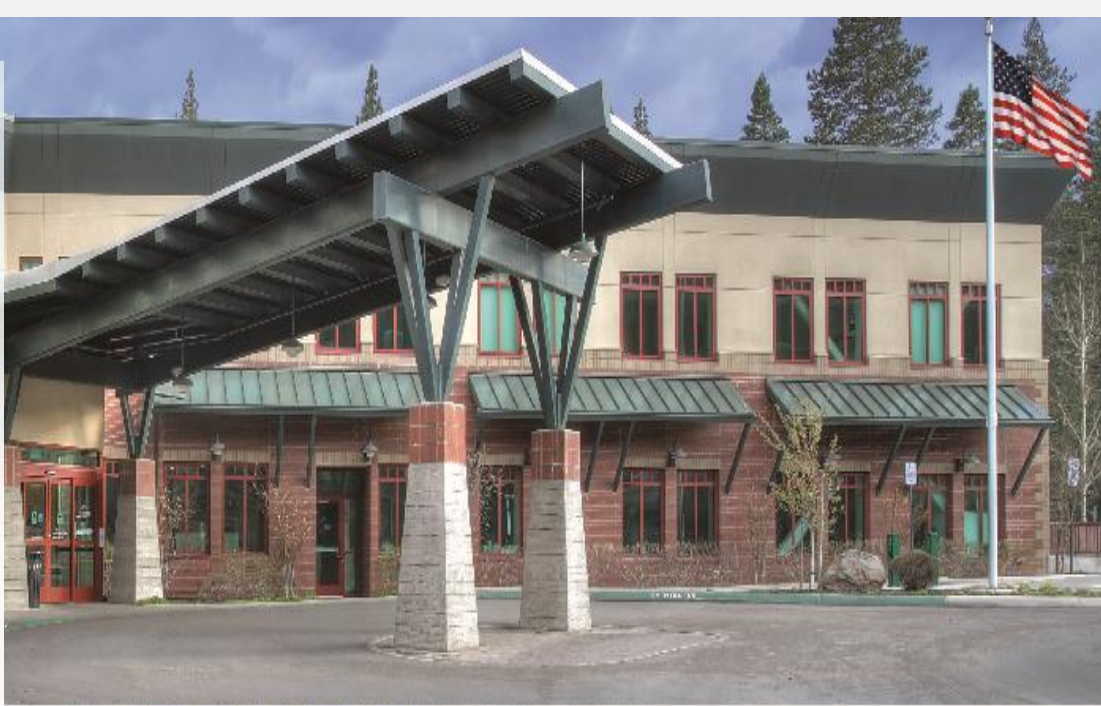
- TFH installed a state-of-the-art 3D digital mammography system increasing the ability to detect breast cancer in women at an early state.
- TFH installed a Stereotactic 3D Biopsy system that enables patients requiring breast biopsy with challenging lesions to have service at TFH.
- TFH Retail Pharmacy expanded services to community by providing Flu Immunizations, Pneumococcal Vaccine and Shingles Vaccine.



# Growth

---

- TFHS developed and finalized a 10 year Master Plan that will increase access to care, expand provider office space and improve parking. The Master Plan was presented to the Board of Directors, Town of Truckee and Health System Staff.
- TFHS received OSHPD approval for a Master Plan second floor of the cancer center and third floor of the medical office building that increases exam rooms and access to care.
- TFHS initiated a multi-step nine month strategic planning process to review, analyze, set and deploy organizational goals and objectives. The planning process is comprehensive and will reflect TFHS Strategic Priorities and Goals for 2019 – 2021.



Questions?

