

Fiscal Year 2022
Accomplishments



Welcome

This year is the 73rd year since the founding of Tahoe Forest Health System (TFHS) to celebrate the honor and privilege to serve our region with ever improving public health and general healthcare services. Our professional and dedicated team has been working tirelessly, “putting it all on the line” for the past 31 months on the COVID-19 pandemic with no current end date in sight! These team efforts are truly one of the most important public health efforts any healthcare team could engage in within the last 100 years.



The following pages of accomplishments through June 30, 2022 are only a small portion of the “forward progress” made by an amazing, dedicated team here at TFHS.

The improvements in Quality, Service, People, Finance and Growth in fiscal year 2022 and over the last seven years are rare. It is doubtful they have been duplicated in any other health system in America! This team success would not be possible without a supportive and forward looking Board of Directors as well. I offer my deepest thanks to our amazing team for their hard work and to our communities for the special privilege of caring for their rapidly growing and changing healthcare needs.

With Warmest Regards,

A handwritten signature in blue ink, appearing to read "Shalee".



Tahoe Forest Health System

Organizational Excellence Model



OUR VISION

To strive to be the health system of choice in our region and the best mountain health system in the nation



OUR MISSION

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



VALUES – We believe in

QUALITY holding ourselves to the highest standards, committing to continuous improvement, and having personal integrity in all we do

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

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

STEWARDSHIP being a community partner responsible for safeguarding care and management of health system resources while being innovative and providing quality healthcare.

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



QUALITY

Provide excellence in clinical outcomes



SERVICE

Best place to be cared for



PEOPLE

Best place to work, practice and volunteer



FINANCE

Provide superior financial performance



GROWTH

Meet the needs of the community

Foundations of Excellence

AWARDS & RECOGNITION



Awards & Recognition

- Tahoe Forest Health System (TFHS) successfully passed validation of all five domains in the BETA HEART Program for the third year in a row. TFHS is the only health system to achieve this recognition.
- Tahoe Forest Hospital (TFH) received the 2022 *Women's Choice Award for Best Hospitals* in Emergency Care, Obstetrics, and Patient Experience.
- TFHS was named a 2021 *Guardian of Excellence Award* winner by Press Ganey for the third year in a row.



Awards & Recognition

- TFHS received the 2021 Truckee Resilience Award by the Truckee Chamber of Commerce for the critical role played throughout the COVID-19 pandemic.
- Dr. Laning Andrews, Emergency Physician at the Incline Village Community Hospital (IVCH), was named the 2021 Northern Nevada Physician Healthcare Hero by the Nevada Business Magazine.
- TFH was recognized for Excellent Progress in the 2021 California Opioid Care Honor Roll Program.



Awards & Recognition

- Earned the California Maternal Quality Care Collaborative Maternal Data Center (MDC) Superstar Award for Small Birth Volume Hospitals. This is awarded to hospitals with fewer than 1,000 annual births that exhibited high levels of engagement in the MDC.
- TFHS was proud to be awarded 3rd place in the Extra-Large Business category, across all industries, in Northern Nevada Human Resources Association's 14th Annual Greater Reno-Tahoe Best Places to Work Awards.



Awards & Recognition

- For the eighth year in a row, TFHD was recognized as a *Star Performer* for its achievements and participation in the Own the Bone® quality improvement program as highlighted in *U.S. News & World Report*.
- Own the Bone® Star Performers demonstrate a commitment to helping patients understand their risk for future fractures and steps they can take to prevent them by achieving a 75% compliance rate with at least 5 of the 10 Own the Bone prevention measures.



Awards & Recognition

- Jake Dorst, Chief Information & Innovation Officer, was named on the *Becker's Hospital Review* List of CIO's to Know.
- Continued as a designated UC Davis Rural Center of Excellence by maintaining excellence in clinical care, education and training, and clinical research.
- TFH maintained its national Baby-Friendly designation.





QUALITY

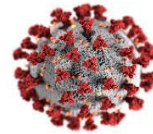
Quality

- Comparative quality metrics showed improvement in Fiscal Year 2022:

Hospital	Metric	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
TFH + IVCH	Class I Infections *	0.82%	1.07%	0.34%	0.56%	0.53%	0.68%
TFH + IVCH	Emergency Department Transfer Communication	33.33%	38.30%	84.27%	95.03%	99.17%	99.45%
TFH + IVCH	Sepsis	62.16%	76.00%	80.49%	91.18%	92.45%	87.93%
TFH + IVCH	Median Time to ECG	---	25.5 minutes	12 minutes	6 minutes	7.5 minutes	7.5 Minutes
TFH	Hospital Acquired C. Diff. *	2.997	1.618	1.255	1.038	1.802	0.338

* Infection Control made minor updates to numbers over previous Fiscal Year. Those updates are reflected here.

COVID-19 Pandemic



- Tahoe Forest Health System (TFHS) continued its pandemic response efforts for the third fiscal year in a row.
- TFHS held several pediatric COVID-19 vaccine clinic dates for the community.
- Fiscal Year 2022 Statistics:
 - 22,215 COVID-19 tests
 - 12,724 vaccines administered



Quality - Patient Safety

- TFHS participated in its fifth year in the BETA HEART® (healing, empathy, accountability, resolution and trust) program, which is a coordinated program that helps create a reliable, sustainable, and transparent culture of safety.
- In 2022, the SCOR Culture of Safety survey was completed with an 84% response rate. The survey measures attitudes related to the culture of safety throughout the organization, providing a snapshot of the overall safety culture in a given work area.
- TFH & IVCH achieved Tier 2 in the Quest for Zero: Excellence in ED. Staff participated in the Emergency Medicine collaborative and focused on Pediatric Readiness.
- TFH achieved Tier 2 in the Quest for Zero: Excellence in OB. Staff focused on top quartile fetal pattern and uterine contraction assessment, simulation drills, and postpartum hemorrhage.



Quality – Patient Safety

- Process improvement initiatives, related to Center for Medicare and Medicaid Services (CMS) quality rating, focused on readmissions and complications.
- Targeted readmission reduction strategies included:
 - Assured correct discharge codes for expected readmissions.
 - TCM focused on high-risk STAR categories and TF opportunities per HSAG and chart audits.
 - Increased follow up visits for all discharged patients.
 - Home Health practice change to not discharge patients before six visits.
 - Development of Behavioral Health and Substance Use Disorder service lines.

Quality – Diagnostic Imaging

- Diagnostic Imaging (DI) upgraded to a cloud based image share called Purview. Patients can now receive requested images via email and immediately share with their providers.
- DI began participating in the National Quality Measures of Breast Centers (NQBMBC) to ensure TFHS compares to the highest quality standard in the industry as well as paralleled or better turnaround times for exams and subsequent imaging needs for Mammography.
- Briner Imaging Center made advancements to its 3D Mammography exams with the addition of the Genius AI™ Detection technology, the latest breakthrough in breast cancer detection.
- Briner Imaging was published in The Beryl Institute to showcase a process improvement that significantly reduced the turnaround time for mammograms, ultrasounds and biopsies.

Quality - Laboratory

- TFH Laboratory added a Blood Culture Pathogen Identification panel to the BioFire instrument and also added a Syndromic Trends software to BioFire providing data on local and regional pathogen circulation to support antimicrobial stewardship and aid Infection Control.

Quality – Pre-Operative Clinic

- The Pre-Operative Clinic expanded their hours in November 2021, with the addition of Dr. Nicole Jernick. Dr. Jernick is working on patient optimization prior to authorizing surgery for the patient.
- Medical Nutrition Therapy launched the Enhanced Recovery after Surgery (ERAS) nutrition program in the pre-surgery and orthopedic clinics.

Quality – Cancer Center

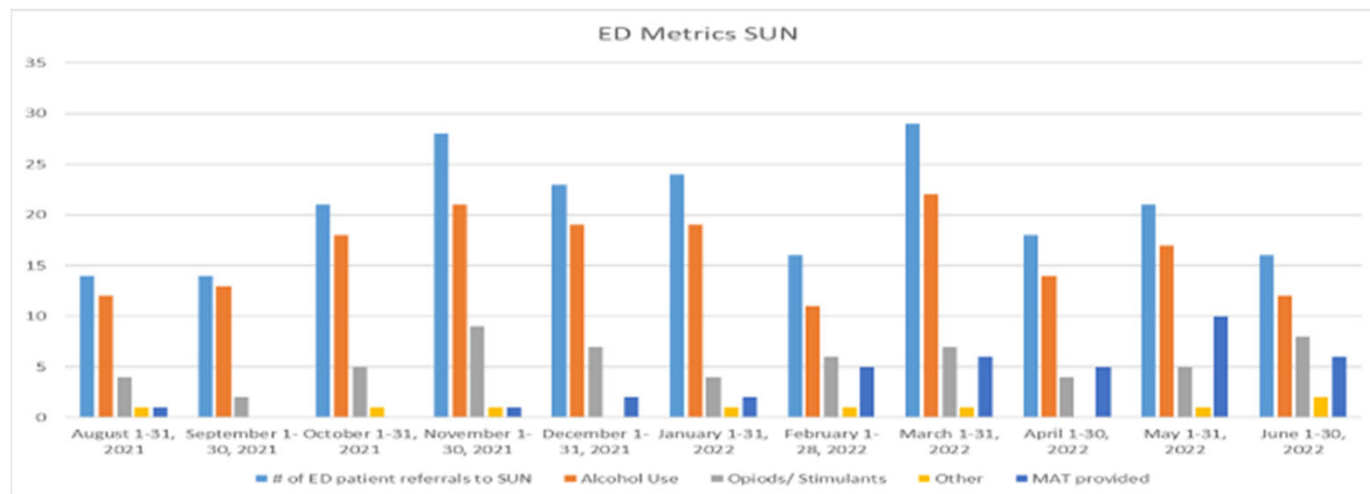
- 80% of Registered Nurses are specialty Oncology Certified.
- Awarded \$5,000 grant to assist patients with travel expenses.
- National Quality Measures for TF Oncology program (exceeding our state and national benchmarks)
 - (NQF #219) Radiation therapy is administered within 1 year (365 days) of diagnosis for women under age 70 receiving breast conserving surgery for breast cancer = 100%
 - (NQF #559) Combination chemotherapy is recommended or administered within 4 months (120 days) or stage IB-III hormone receptor negative breast cancer = 98%
 - Image or palpation-guided needle biopsy to the primary site is performed to establish diagnosis of breast cancer = 100%
 - Breast conservation surgery rate for women with AJCC clinical stage 0, I, or II breast cancer = 100%

Quality – Cancer Center

- Quality Oncology Practice Initiative (QOPI) Annual Maintenance Data Submission of Quality Measures = 84% (result reflects top 1% of CancerLinQ program scores)
- Launched a new Non-Oncology Service Line to address infusion needs.
- Clinical Trials Program Quality Study and Improvement Project 2021: Study results identified multiple improvement projects implemented in 2022 resulting in 61 enrollments, including 9 total enrollments to therapeutic studies overall increase of 31%.
- Cancer Center received ASTRO APEx Radiation Oncology accreditation.

Quality - Emergency Department

- TFH Level III Trauma Center designed by Sierra-Sacramento Valley EMS Agency in March 2022.
- TFH Emergency Department hired a Substance Use Navigator to improve services for substance users and behavioral health patients. The increase in patients and MAT (Medication Assisted Treatment) can be seen below.



Quality – Intensive Care Unit

- Intensive Care Unit (ICU) increased from 3 RN's with Critical Care Registered Nurses license to 9.
- Sepsis monitoring has gone from 65% to 83%.
- Discharge to Door times decreased from 153 minutes to 144 minutes.

Quality – Community Health & QIP

- Successfully completed and reported on the triennial Community Health Needs Assessment (CHNA).
- Expanded outreach and support for patients with complex medical needs and social needs by hiring two additional Community Health Advocates/Promotores.
- Zero Suicide Initiative
 - Met staff training need identified in the 2019 employee survey.
 - Implemented the *Talks Saves Lives* training for all staff.
 - Implemented the *Columbia Suicide Severity Rating Scale (C-SSRS)* training for nurses in the ED and inpatient units.
- Expanded the number of reportable metrics through the Quality Incentive Pool (QIP) Program for Medi-Cal patients to include additional preventive care metrics.

A photograph of a female doctor with a stethoscope around her neck, wearing a white lab coat, smiling warmly and high-fiving a young child who is also wearing a white shirt. The scene is set in a bright, clinical environment. The word "SERVICE" is overlaid in the center of the image.

SERVICE

Service - Patient Satisfaction

- TFHS' "Creating the Perfect Care Experience" initiative continues to be a priority. The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) remain at a high percentile:
 - Percentile ranking for "Rate this Hospital 9 or 10" remained in the 99% rank the entire fiscal year.
 - Percentile ranking for "Recommend this Hospital" also remained in the 99% rank the entire fiscal year.
- TFHS obtained 4-Star recognition for HCAHPS 2022. Star rating scores hospitals on a one-to-five-star scale based on 11 publicly reported measures assessing patient experiences.
- The overall Patient Satisfaction score for FY22 was 94.42, exceeding a goal of 93.76. Past overall Patient Satisfaction scores were 94.45 in FY21, 94.75 in FY20, 94.48 in FY19, 94.11 in FY18, 93.84 in FY17 and 93.76 in FY16.

Service - Patient Satisfaction

- Perfect Care Experience training was reinstated and 835 employees have been educated to date.
- Created an internal customer service video using the annual Small Rural Hospital Improvement Grant Program (SHIP) award.
- The Outpatient Improvement Team continued to focus on the overall experience of outpatient services. Volunteer Ambassadors were trained to help patients navigate the health system experience.
- Service Recovery Toolkits have continued to be utilized and well received by patients, helping to minimize number of formal complaints.
- Celebrated our eighth year with Patient and Family Advisory Council (PFAC) volunteers. Eleven volunteers have been actively engaged in operational suggestions to improve Health System processes and the experience of our patients and visitors.

The image features a dense grid of numerous small, diverse human faces, representing a global community. Overlaid on this grid is a large, stylized white graphic that resembles a hand or a group of people reaching out. The word "PEOPLE" is written in a bold, black, sans-serif font across the center of this graphic.

PEOPLE

People

- TFHS grew to 1,239 employees, including 62 employed physicians. Over 286 new employees were recruited and onboarded in FY22.
- The Medical Staff provider team increased to 175 in fiscal year 2022, up from 115 in fiscal year 2015.
- TFHS welcomed 45 new volunteers.
- TFHS finalized and signed a three year Memorandum of Understanding (MOU) with both the Employees Association (EA) and the Employees Association of Professionals (EAP).



People - Benefits

- The Benefits Fair moved to a widely utilized virtual format to allow all eligible employees to view benefits during Open Enrollment and throughout the year.
- Since the launch of Talkspace, a digital platform that provides employees & dependents with private and convenient mental health support, in February 2021, 218 participants have enrolled and are taking advantage of texting and monthly video chats.
- Rocket Lawyer, on demand legal advice for employees and their dependents, was implemented in February 2022. The program offers extensive online access to a legal documents library. Since inception, 60 employees have utilized the program, taking advantage of 65 legal documents, 29 Attorney Q&A's and 5 attorney phone consultations.

People

- Increased engagement of staff through various activities through the year.
 - Rolled out new quarterly Values Recognition Program
 - Annual Service Awards
 - Virtual Town Hall Events
 - Gifted Go-Bags with Emergency Shelters to all team members to show our appreciation and help people prepare for evacuation.
 - Food truck events were held for Hospital Week and during the TFHS Treat Trail.
 - Reno Aces baseball group events were held for employees and their families.
 - Staff enjoyed pumpkin carving and gingerbread house contests as well as Uncle Sam hat decorating contests.



People - Education

- 13 RNs in the ED achieved their Mobile Intensive Care Nurse (MICN) Certification which will enhance the ability to coordinate with, and respond to, pre-hospital medical and trauma emergencies.
- Over 15 simulation events were conducted to maintain staff skills and competencies in the Emergency Department, Women and Family, Medical Surgical, ICU, Extended Care Center, Cancer Center, and Urgent Care clinic.
- Initiated the RQI program (Resuscitation Quality Improvement) for NRP (Neonatal Resuscitation) with a brand-new, high-fidelity NRP mannequin station acquired through a generous grant. All NRP providers continue competence in their skills through quarterly brief trainings that improve information retention and hands-on skill mastery.
- The annual Winter Illness and Injury Symposium was presented in a virtual format with over 300 participants.
- TFHS originated a video library on the intranet with multiple training videos as a resource for staff.

A person in a dark business suit is seated at a wooden desk, focused on their work. They are using a silver laptop on the left and a large, detailed calculator on the right. A smartphone is also visible on the desk. The scene is brightly lit, creating a professional and busy atmosphere. The word "FINANCE" is overlaid in the center of the image.

FINANCE

Finance

- The Patient Registration, Access Center, Revenue Cycle, and Patient Financial Services departments collaborated to implement the first phase of the No Surprises Act, effective January 1, 2022.
 - A new team was created dedicated to providing estimates to all self pay and out of network patients prior to services being rendered.
- Access Center
 - Process Improvement was completed in the following areas:
 - No-show/late cancellation reductions – Changed frequency of appointment reminders
 - Customer Service – Created “home town feel” for patients and coworkers by implementing warm transfers to all locations. In addition, monitoring calls to look for areas of improvement and to provide additional training where needed
 - Stats:
 - 444,859 total inbound and outbound calls for scheduling and authorizations
 - 418,228 referrals worked (22% increase over prior year)

Finance

- Patient Registration
 - Medi-Cal/Medicaid eligibility advocate services were brought in-house to assist our self pay ED and /or inpatient patients with screening, eligibility and application to the program.
 - Trained all Patient Registration Representatives II on the Hospital Presumptive Eligibility program (temporary, no cost Medi-Cal) to cover weekends and after-hour needs for the ED.
- Health Information Management (HIM)
 - Successfully onboard a new third party vendor for outsourced coding. Result: Discharged Not Final Billed (DNFB) consistently at or below \$2,000,000 or 1.3 days.
 - Provider Delinquent Chart Rate down to 0.10% each month.
 - Patient Medical Record Request turnaround time decreased to less than 2 days.
 - Completed 3 additional professional charge coding audits and implemented targeted feedback and education to providers.
 - Successfully relocation of partial HIM staff to new Reno location for improved employee satisfaction and future recruitment.

Finance

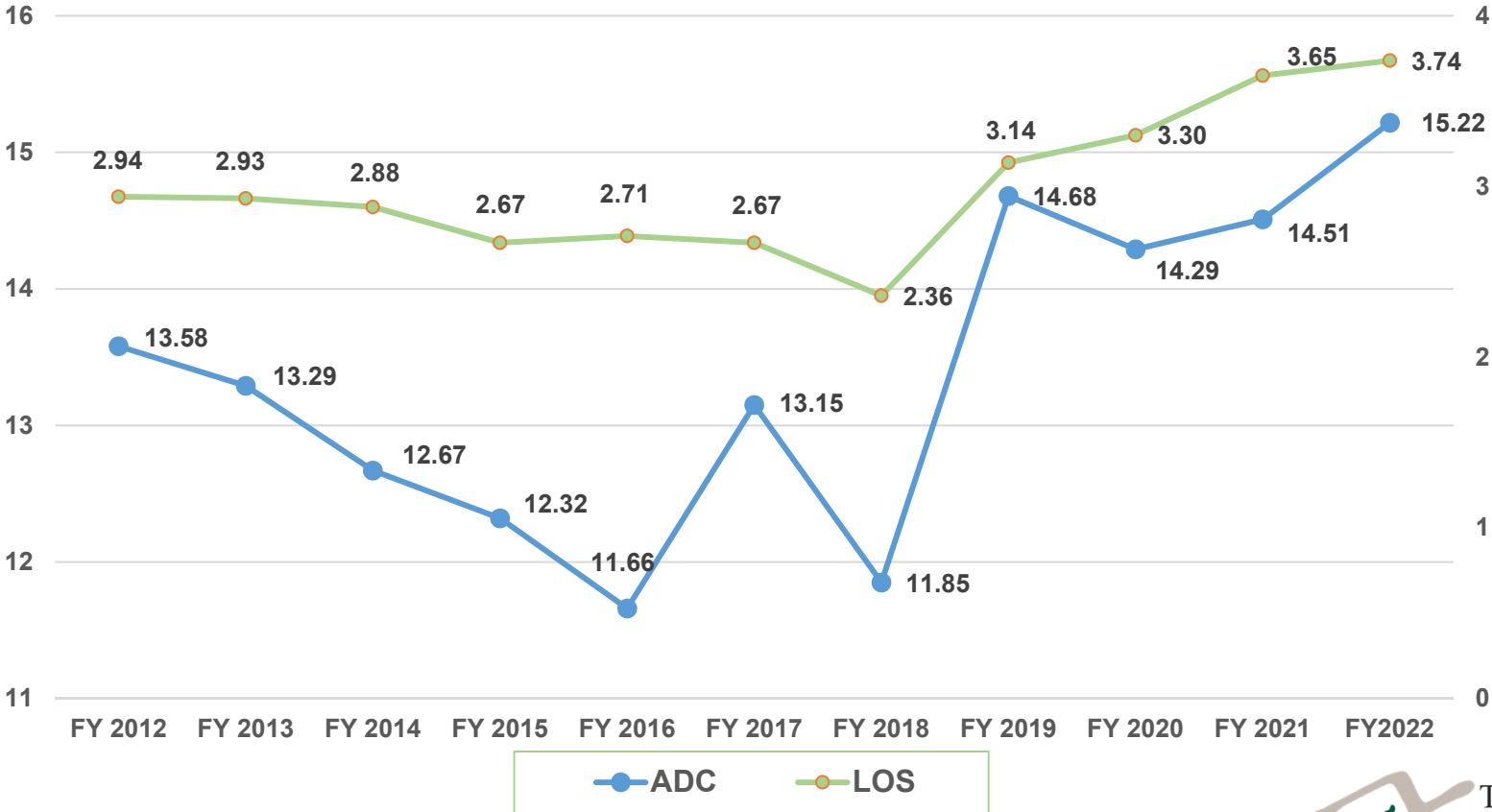
- Accounting
 - Completed implementation of Kaufman Hall Axiom Productivity Management module, including daily and bi-weekly productivity reporting.
 - Moved to final stage of completion of full implementation of Kaufman Hall Axiom Cost Accounting/Decision Support module.
 - Began implementation of US Bank's CashArc Payment Consolidator module to create greater efficiencies in cash posting and assist in reducing AR days.
- Materials Management
 - Strategic sourcing of supplies to minimize any supply chain shortages for the Health System.
 - Revitalization of the Product Evaluation and Standardization Committee. Committee focuses on standardization of supplies and equipment, identifies items that should no longer be used due to safety concerns or financial losses.
 - Improved inventory processes limiting the annual inventory variance to -2.15% or \$163,000.
 - Managed Capital Expenditure process keeping expenditures within 1.6% of budget or \$67,000.

Finance

- Revenue Cycle/Patient Financial Services
 - Implementation of New Plan Master Insurance Codes to improve accuracy of insurance information, benefits, and downstream processes.
 - Additional clinic builds with Mercy included: IVCH Rural Health Clinic, 2nd Floor Cancer Center Rural Health Clinic, Optometry, Behavioral Health, Plastics, Radiology, Anesthesiology, and COVID-19 related changes.

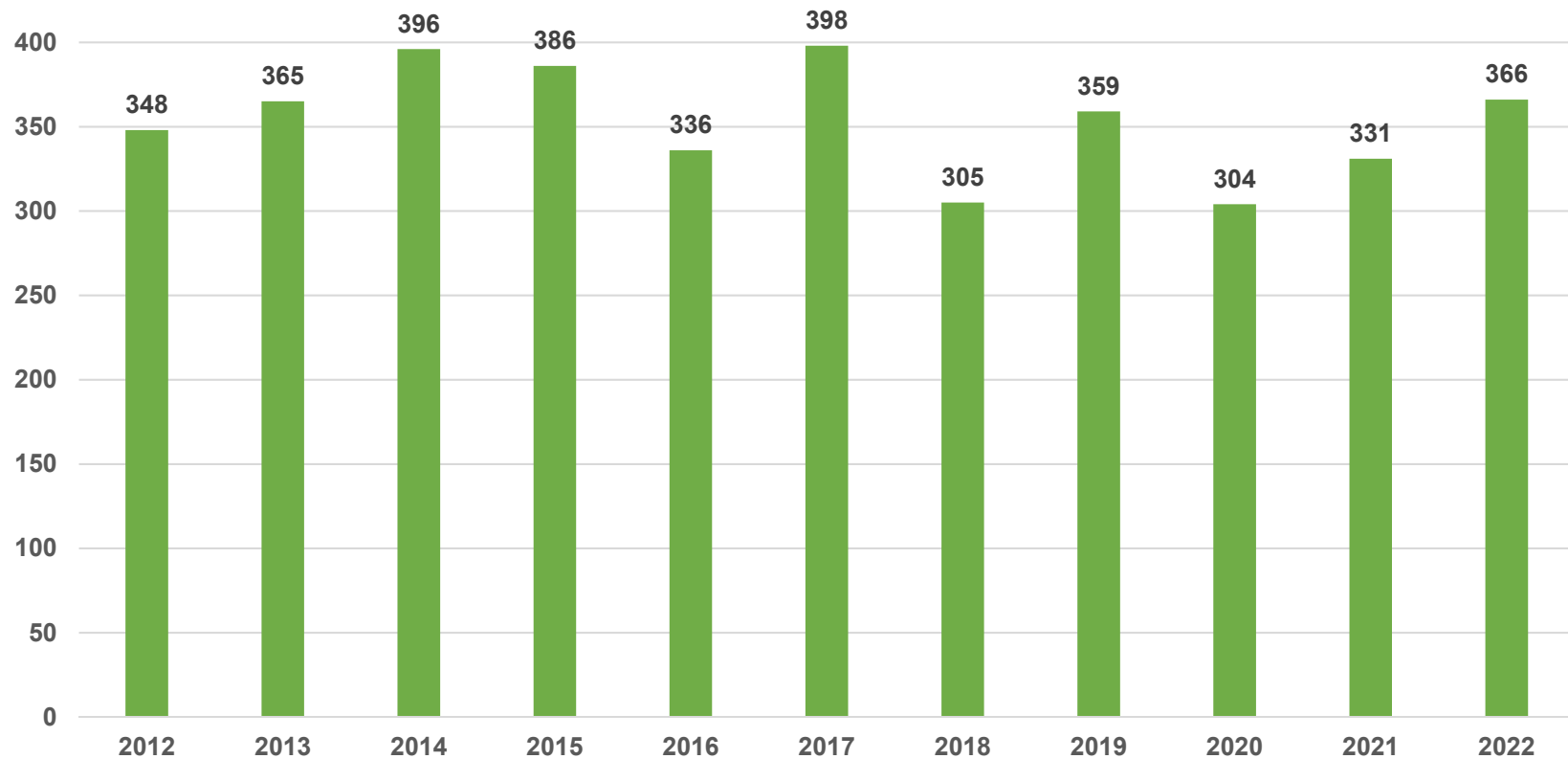
Finance

Average Daily Census and Length of Stay - Acute Patients



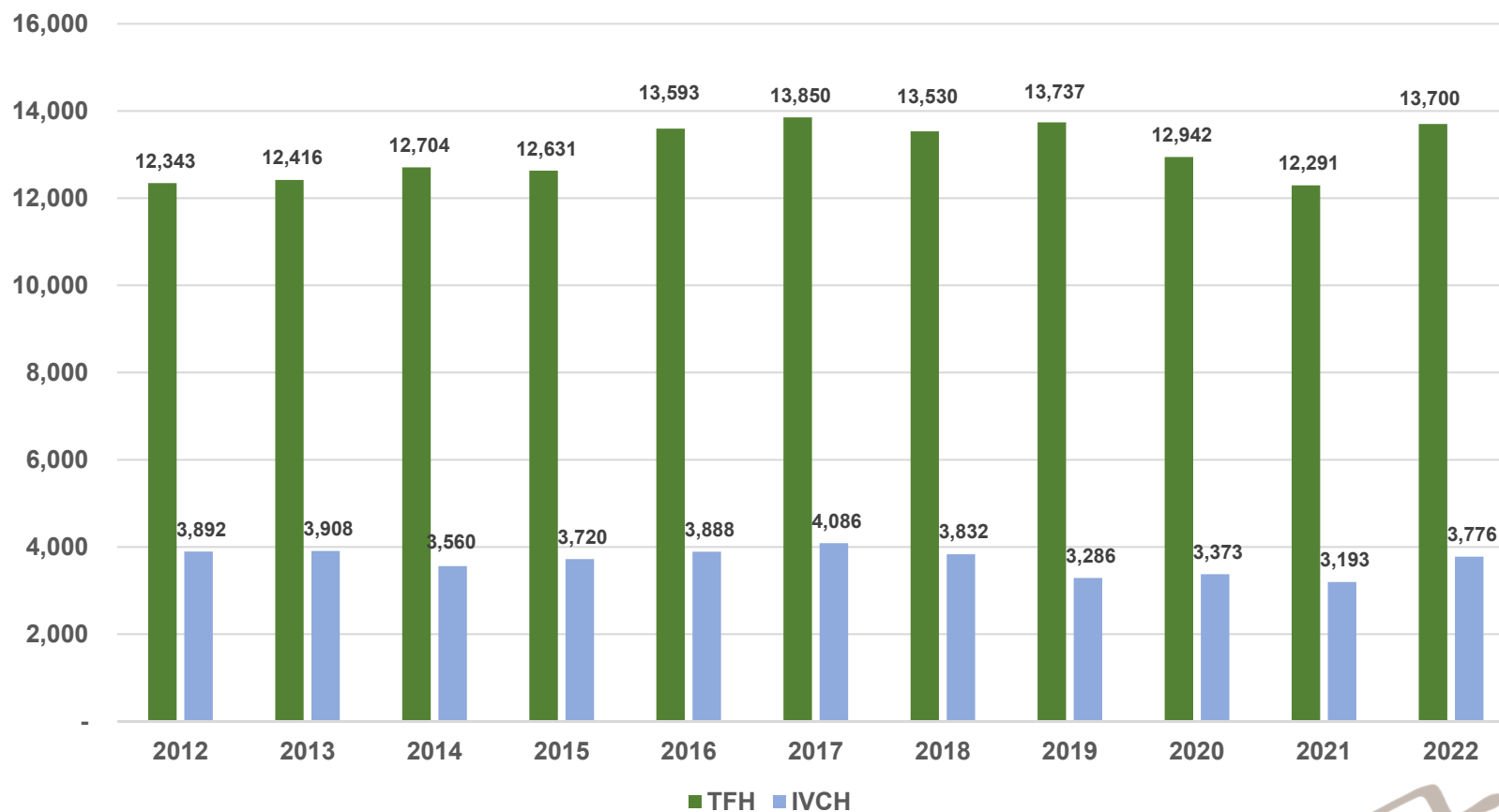
Finance

Newborn Deliveries Per Annum



Finance

Emergency Department Visits Per Annum



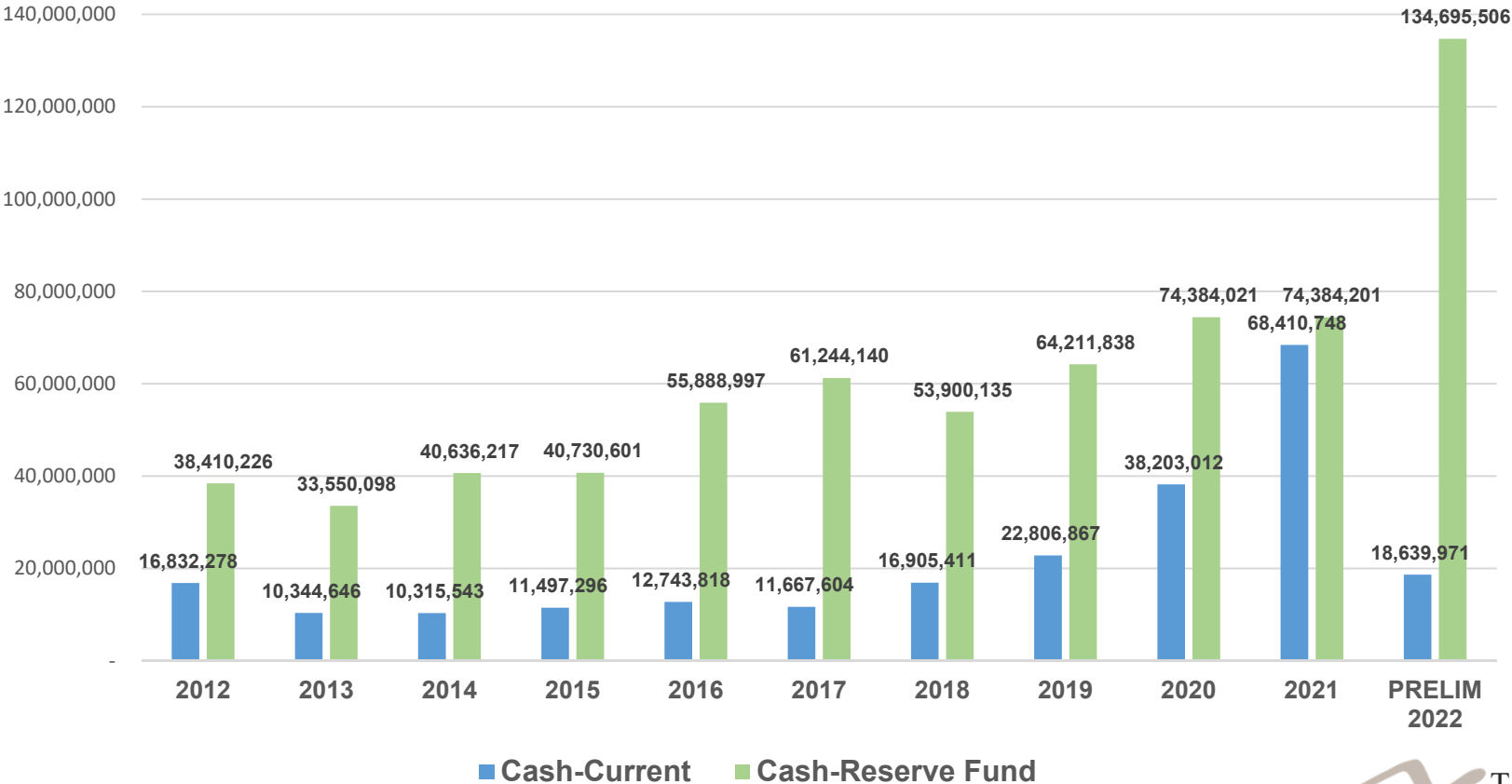
Finance

Provider Office Visits



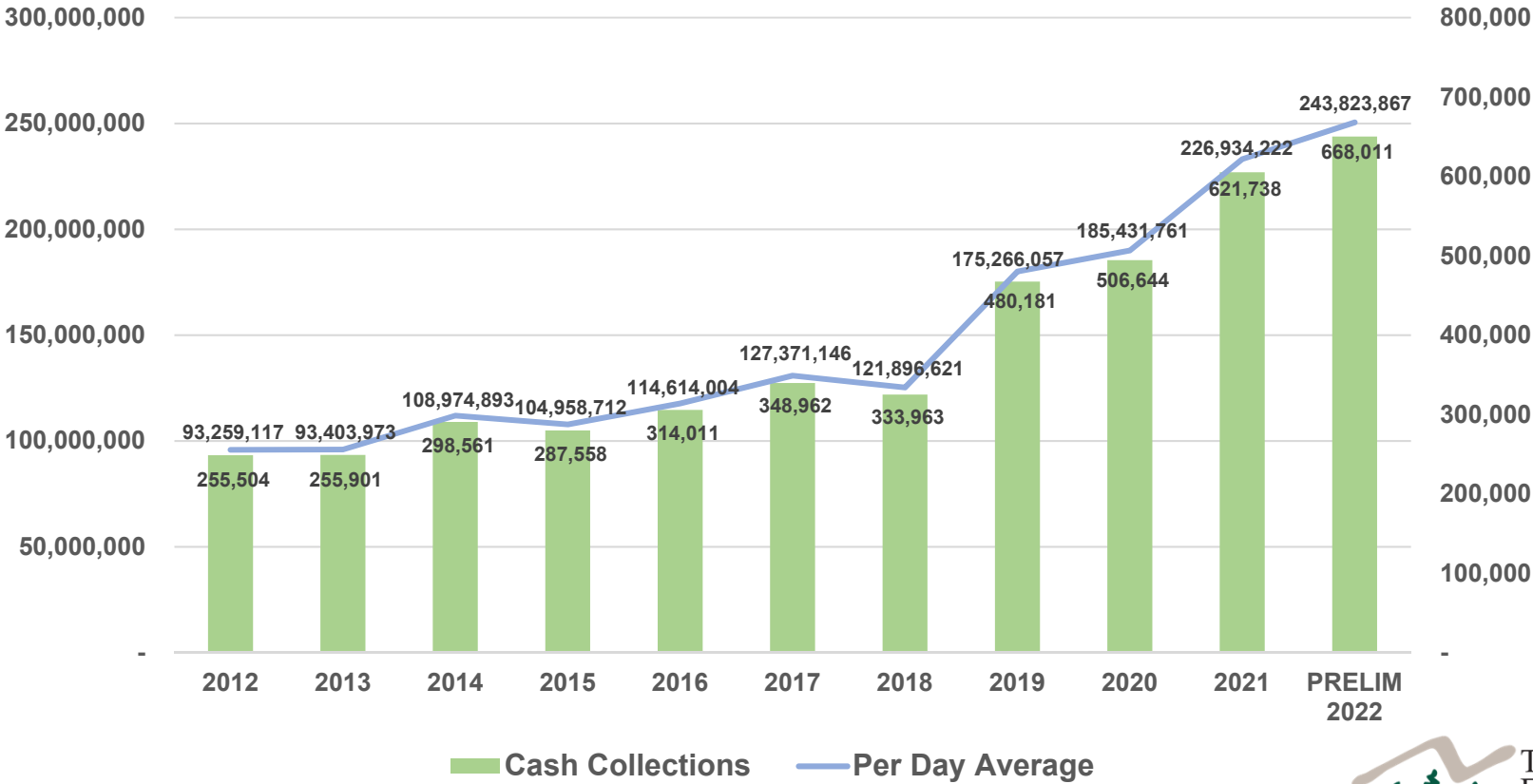
Finance

Total Cash Per Balance Sheet



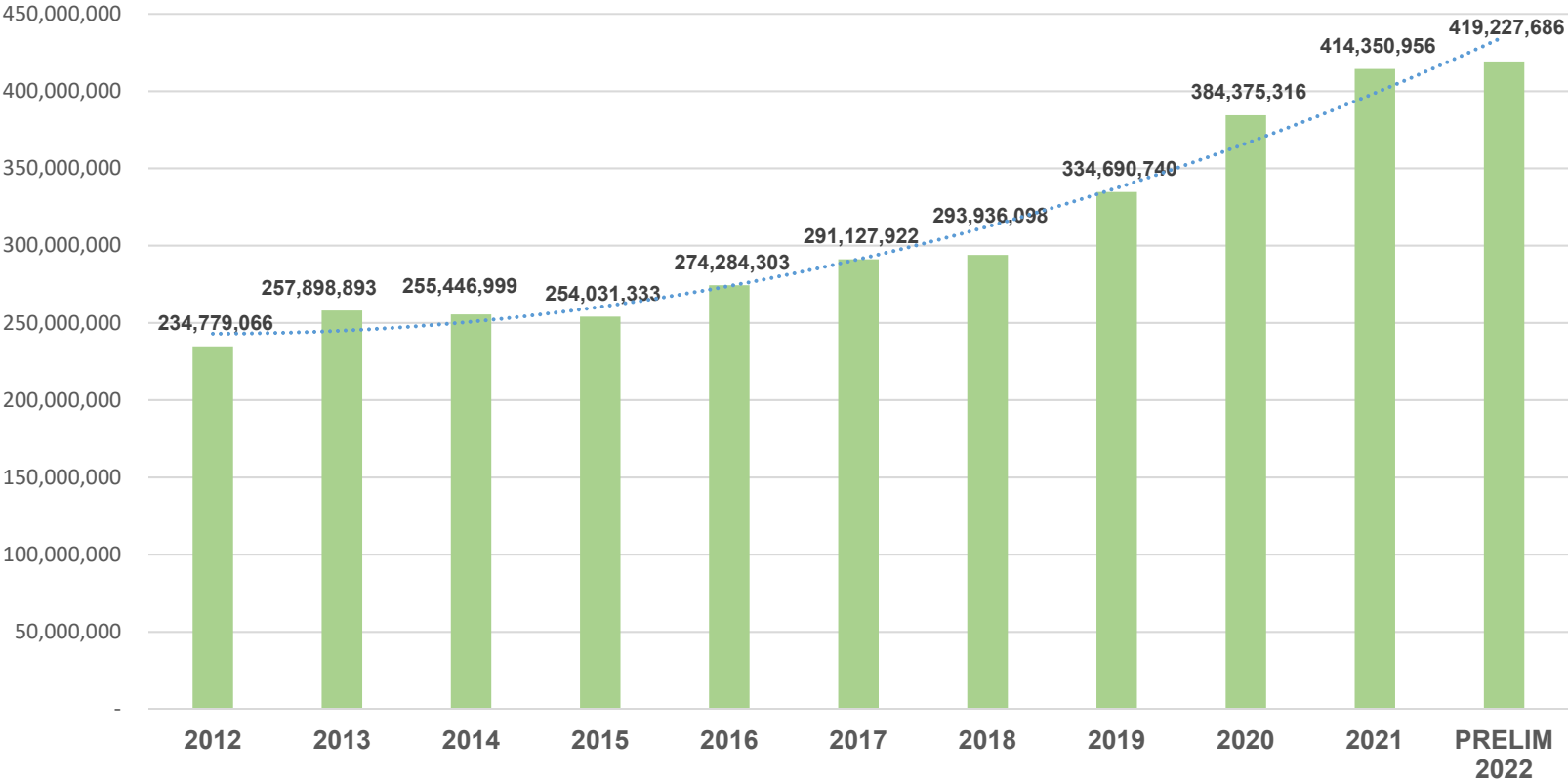
Finance

Cash Collections Per Annum with Average Collections Per Day



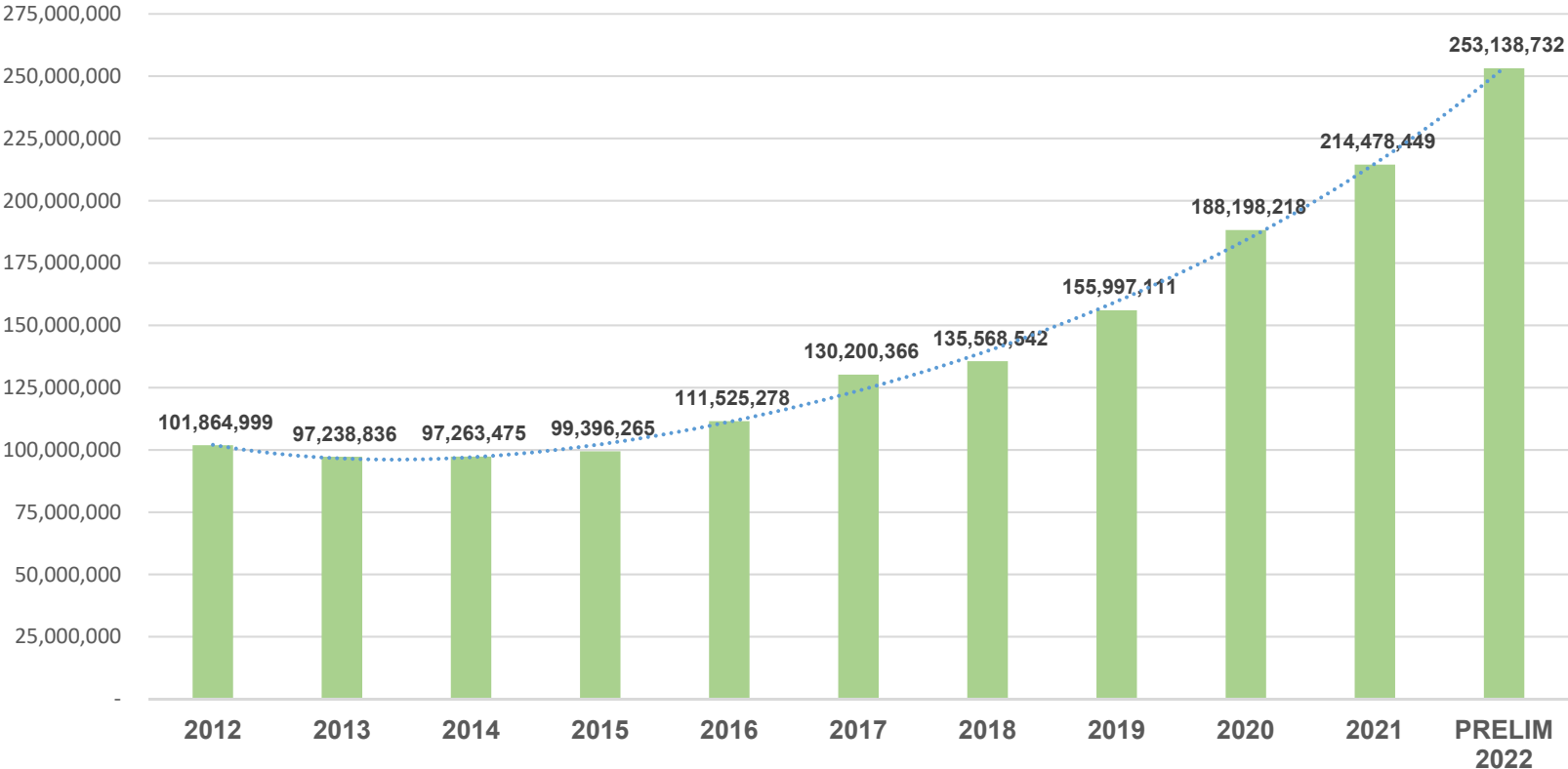
Finance

Total Assets Per Balance Sheet



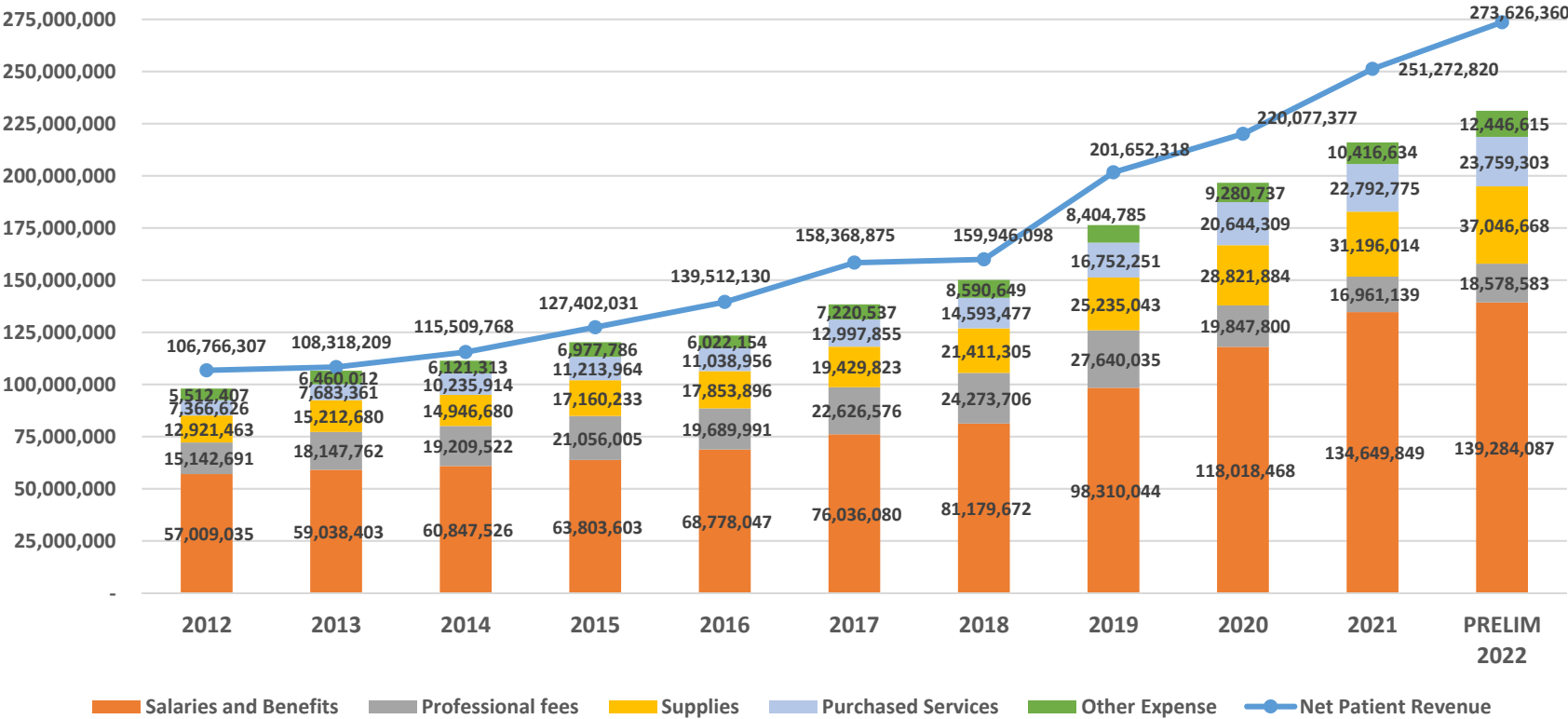
Finance

Net Position Per Balance Sheet



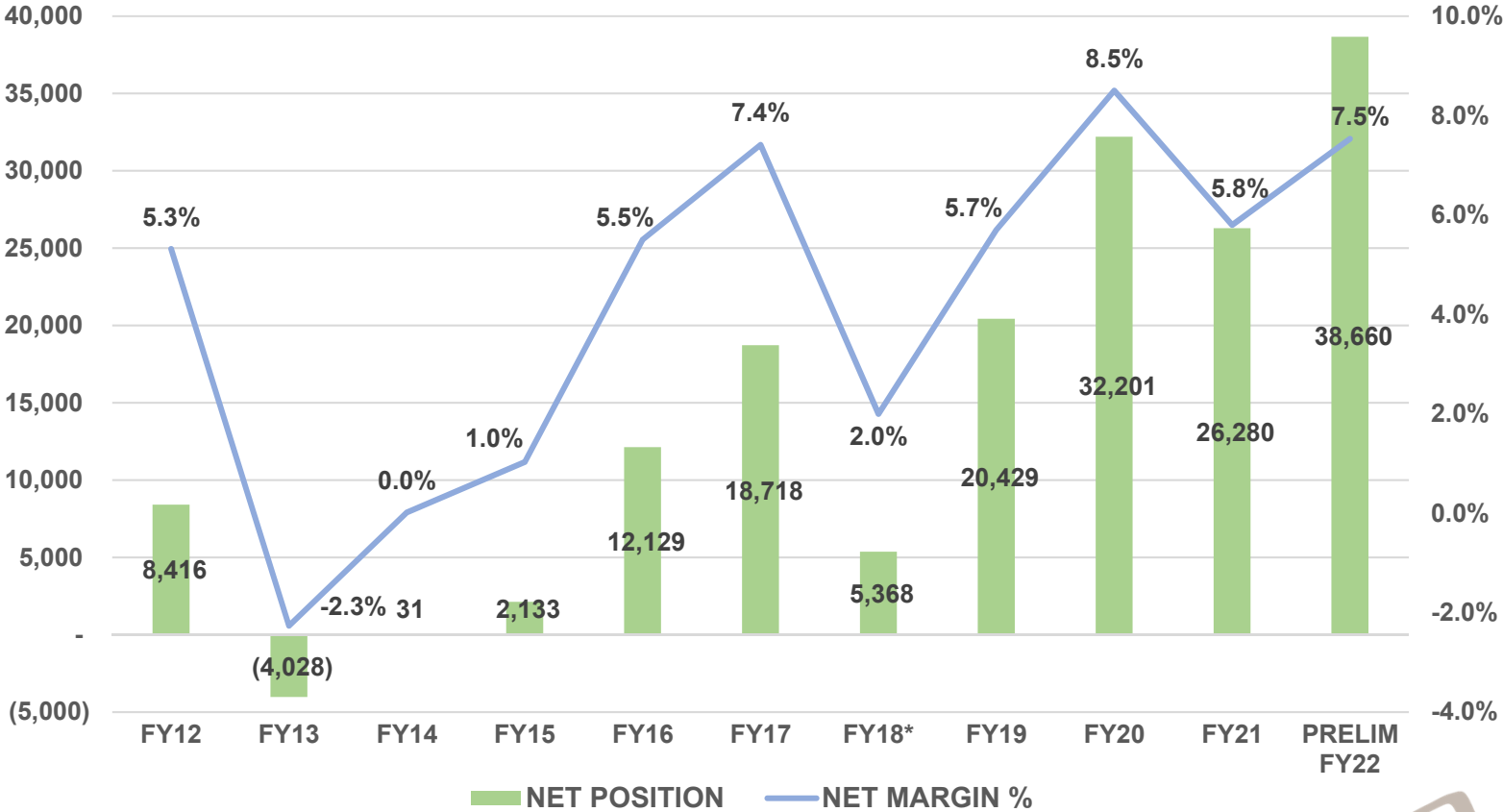
Finance

Hospital Revenue vs Expense Trend



Finance

Margin (in Thousands)



*EPIC Implementation



Finance - Technology

- Continued prioritization of revenue cycle enhancements as identified in strategic planning:
 - Onboarded new Ability Software Clearing house streamlining revenue cycle charge capture.
 - Implemented functionality to comply with No-Surprises Act – Phase 1
 - Built systems to enable seamless transfer of Radiologist and Anesthesiologists to Employee status.
 - Streamlined inpatient admission workflows for room/bed charges.
 - Completed 2nd Floor Cancer Center Rural Health Clinic (RHC).
 - Integrated 3rd party HIMagine solutions (Provider Revenue Cycle Management Services).
 - Converted to new billing company for Skilled Nursing Facility (SNF).
- Ongoing optimization of Epic electronic medical record (EMR) to expand and enhance Health System clinic growth:
 - Created dosimetry portal for Oncology through ARIA software.
 - ‘Restructured’ Rehab therapy, Olympic Valley, and Sports Medicine departments for smoother billing.
 - Build an EMR archive for legacy North Tahoe Orthopedic patient records.
 - Established additional work queues to speed Orthopedic Prior Authorizations.

Technology

- Ongoing optimization of Epic electronic medical record (EMR) to expand and enhance Health System clinic growth (continued):
 - Implemented ACES/PEARLS adolescent screening tools in clinician workflows.
 - Utilized PMO team for PEDS patient access performance improvement project.
 - Created medical student specific security profile.
 - Credentialed additional trainers in EPIC many inpatient modules.
 - Lead 2 successful EPIC upgrades in Aug 2021 and April 2022.
 - Purchased and installed vital sign monitors house wide.
 - Integrated Nihon Khoden bedside monitors into Epic.
 - Implemented new configuration of Interqual for Case Management.
 - Established new work queue for pre-surgical patient clearance.
 - Installed Eat-Sleep console in Epic for nurses & providers.
 - Implemented POLST end of life planning tool in Epic for providers and patients.
 - Implemented Continuous Glucose Monitoring LDA.
 - Conducted full interoperability analysis for planned EMR in Occupational Health.
 - Completed Secure Exchange interoperability for DI Hologic.
 - Technology Support and Department build for Lab Outpatient relocation.
 - Integrated Biofire Lab Instrumentation.
 - Executed Baxter Infusion Pump purchase and rollout.

Technology

- Business Execution

- Fortified Security performed an annual HIPAA security audit, reinforcing TFHS exceeds peer company capabilities for business operations.

“TFHS demonstrated excellent support and proper intent to improve the security posture of the organization. Tools are available to help increase security and monitoring activities to mature the overall cybersecurity environment of TFHS. TFHS are taking steps beyond entities of similar size and capability.” – Fortified Security 2022 Audit Findings

- TFHS Information Technology (IT) continues to develop communication strategies with staff and customers to better inform teams of strategy approach, define accountability and better define roles/responsibilities across departments and business areas. IT team is now providing metrics and indicators that were unavailable in the past.
- Identified business drivers that align with strategic objectives and priorities
 - Increase focused communications across clinical and business areas.
 - Conducted a gap analysis to identify strengths and weaknesses in operations, procedures and planning.
 - Drive partners into providing secure solutions prior to adoption of technology.
- Implemented foundational infrastructure simplifying our capability to deploy solutions with minimal “one-off/special” configurations that are TFHS specific.

Technology

- Material Risk
 - Information Technology continues to place greater focus on regulatory requirements and meeting necessary criteria. Risk Management framework defined by Fortified Security folded into ongoing strategy.
 - Primary items of focus in FY22 and moving forward in FY23 include:
 - Vulnerability management – security patches and updates (perpetually maturing)
 - Incident Response planning and capabilities (how IT responds to disaster and what systems allow for operations to continue as quickly as possible)
 - An incident response plan has been created and approved by leadership. FY23 table-top exercise scheduled for November 2022.
 - Network penetration testing from a third party have taken place. Penetration testing consists of a third party attempting to breach the TFHS network. Gaps were discovered and addressed immediately. Vendor could not execute malicious code given our advanced virus and cyber protection software and configurations deployed across the health system.

Technology

- External Environment

- TFHS security threat primary vector is email. IT placed advanced filter and reputation software which utilizes both traditional bad-actor lists and artificial intelligence to minimize the threats that may be delivered to TFHS staff inboxes. Current metrics prove the solution to be 92% effective at exceeding industry capabilities.
- External malicious actors continue to scan our perimeter and introduce different types of threats to our environment. In collaboration with our third party security partners. TFHS has been very successful in proactively preventing threats.

TFHS focused
threat defense
approach



Technology

- Security Strategy
 - Reduced threat opportunities
 - Enhanced and maintained user databases (Active Directory) to minimize user capability to least privileged access. Allows employees to perform their roles without unnecessary data access or functional capabilities
 - Implement Multi-Factor Authentication (MFA) for privileged accounts. Individuals with privileged access must use two methods to log into systems.
 - Invested in software to ensure patches and updates are put in place in a more aggressive and planned manner.
 - Formalized a security operations (SECOPS) team. TFHS has been very effective at addressing Zero Day, previously unknown, threats quickly and efficiently through regular meetings with SECOPS and external security partners.
 - Addressed a large gap in unsupported Operating Systems. TFHS is now 100% compliant.

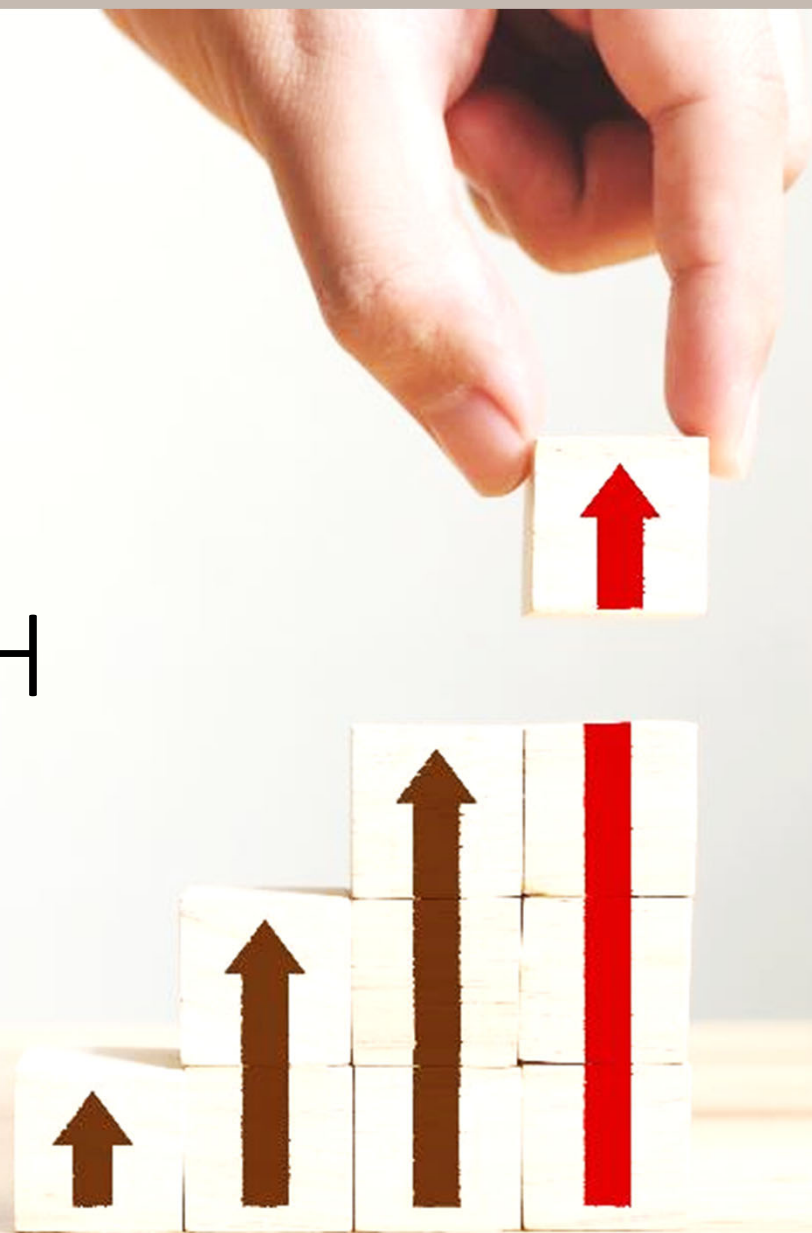
Technology

- Reevaluated the new normal for TFHS cyber-security architecture.
- Modernized technical footprint, capabilities and processes – Reducing risk.
- Improved patient satisfaction/safety while driving end user satisfaction with the addition of new programs and upgrades.

Legal

- TFHS continued to keep all legal services and compliance efforts efficient and centralized.
- Contractual services include drafting, updating, evaluating and managing over 50 contracts per month thus improving accuracy and cost-reduction.
- Legal advice and services are provided quickly to all areas of the hospital system on matters related to transactions, healthcare regulations, governance, employment, property, corporations, business acquisitions, medical malpractice and other civil litigation and prevention.
- Proactive litigation efforts have moved the needle to having a more equal number of defensive (as defendant) and offensive (as plaintiff) cases.
- Legal works very closely and integrally with Risk, Regulatory, Compliance, Operations, Finance, Nursing and Outpatient departments.

GROWTH



Growth – Physician Services

- TFHS experienced revenue growth in the following specialties:

TFH Campus

- Behavioral Health/Mental Health
- Cardiology
- Endocrinology
- Facial Plastics
- Family Medicine
- Gastroenterology
- General Surgery
- Hospitalist
- Neurology
- Obstetrics & Gynecology
- Oncology
- Orthopedics & Sports Medicine
- Palliative Care
- Pediatrics

IVCH Campus

- Incline Health Center
 - Cardiology
 - Family Medicine
 - Behavioral Health
 - Orthopedics
 - Pediatrics
- Ophthalmology

Growth – Physician Services

- TFHS experienced continued growth of physician service line encounters:

• IV Family Medicine	18%
• Endocrinology	25%
• Neurology	25%
• Palliative	15%
• Pediatrics	13%
• Sports Medicine	21%
• Ortho Surgical Cases	7%

Total Growth* **3.2%**

*Average across all specialties

Growth – Physician Services

- Clinic Projects
 - Ortho/Sports
 - IOVERA
 - Velys Robotic Surgical System
 - Ultrasound Guided Injections
 - Injury prevention program (Athletic Training)
 - Primary Care
 - Indirect care RN
 - Scribes
 - Rural Health Clinic expansion
 - Pediatric Workshop
 - Specialties
 - Behavioral Health Department expansion

Growth – Physician Services

- Community Partnerships
 - Sugar Bowl Academy
 - Palisades Ski Team
 - Woodward camps
 - Race and event Athletic Trainer/Medical support
 - Truckee Tahoe Unified School District
 - Washoe County School District

Growth - Governance

- A multi-disciplinary team composed of leadership and physicians worked on the Health System's Strategic Plan. The three year Strategic Plan was adopted in February 2022.
- TFHS supported the Town of Truckee's successful application for a Federal Transit Administrative 5310 Grant to aid in the continuance of the Dial-a-Ride program seven days per week.
- TFHS was a funding partner of the summer 2022 Micro Transit Pilot program and is an active member of the Town of Truckee Micro Transit Feasibility committee.
- TFHS advocated for and supported a five year contract extension for Care Flight by the Truckee Tahoe Airport District.

Growth - Governance

- TFHS leaders continue active participation on various boards and organizations such as: Association of California Healthcare Districts, Nevada Rural Hospital Partners, District Hospital Leadership Forum, California Critical Access Hospital Network, Anthem Hospital Relations Committee, Community Collaborative of Tahoe Truckee, Truckee Chamber of Commerce, Truckee Tahoe Workforce Housing Agency, Truckee Chamber of Commerce.
- TFHS participated closely with the advocacy teams of the Association of California Healthcare Districts, District Hospital Leadership Forum and the California Hospital Association.

Growth - Governance

- Three dozen letters were written either in “support” or “opposition” to pending or developing legislation.
- Participated in “in-person” meetings with legislators for the first time since the beginning of the pandemic.
- TFHS played a strong role in defeating AB 2080 Health Care Consolidation and Contracting Fairness Act. The bill was similar to one carried by former Senator Monning in the last session, in which TFHD was prominent in defeating.
- Monitored and participated in producing positions on State and Federal “white bagging” legislation, state regulation of non-profit hospital’s budgeting for community benefit dollars, supported investigation of anti-competitive activities by nurse staffing agencies, COVID-19 supplemental paid sick leave and many others.

Growth - Foundations

- Tahoe Forest Health System Foundation (TFHSF) had a successful year raising \$1,135,689. TFHSF focused on raising funds for mission critical equipment, including a Velys Robotic Assisted Device for Orthopedics. TFHSF completed the final year of a grant from Health Resources and Services Administration (HRSA) totaling \$600,000 over three years and received confirmation from the California Department of Health Care Services of a \$2,458,824 grant to support Behavioral Health infrastructure costs. These grants greatly enhance behavioral health services for our entire region.
- Incline Village Community Hospital Foundation (IVCHF) had a successful year raising \$3,017,182. IVCHF's primary fundraising has been focused on expanding surgical services, enhancing sterile processing and providing behavioral health services.
- TFHSF and IVCHF *Team Member Giving* Campaign grew to 260 participants, up from 181 in FY20. Team members donated a total of \$45,743. This year funds donated through the program were used to purchase a LUCAS chest thumper for the TFHD Emergency Department.
- TFHSF and IVCHF continued their Grateful Patient fundraising program. This program allows patients to give a gift to honor a caregiver in a much more formal way.
 - TFHSF Grateful Patient FY22 Overall – 265 gifts for \$264,374
 - IVCHF Grateful Patient FY22 Overall – 41 gifts for \$47,300



Questions?