



Celebrating Excellence: A Year of Outstanding Achievements

Fiscal Year 2023

QUALITY

Provide
excellence in
clinical outcomes

SERVICE

Best place to be
cared for

COMMUNITY

Meet the needs of
the community

PEOPLE

Best place to
work, practice &
volunteer

FINANCE

Provide superior
financial
performance

Department
Achievements

QUALITY

- BETA Quest for Zero: Tier 2 (TFH & IVCH)
- BETA HEART Validation
- HFAP Re-Accreditation
- Level III Trauma Center Accreditation
- Cal Hospital Compare Honor Roll for Opioid Care
- Process Improvements for CMS Five-Star Rating
- New MD Stat Module for OPPE Reporting
- Established Multidisciplinary Peer Review Committee
- Good Catch Award

'By putting human experience at the heart of healthcare, our team has continued to raise the bar year-after-year in caring for our patients'



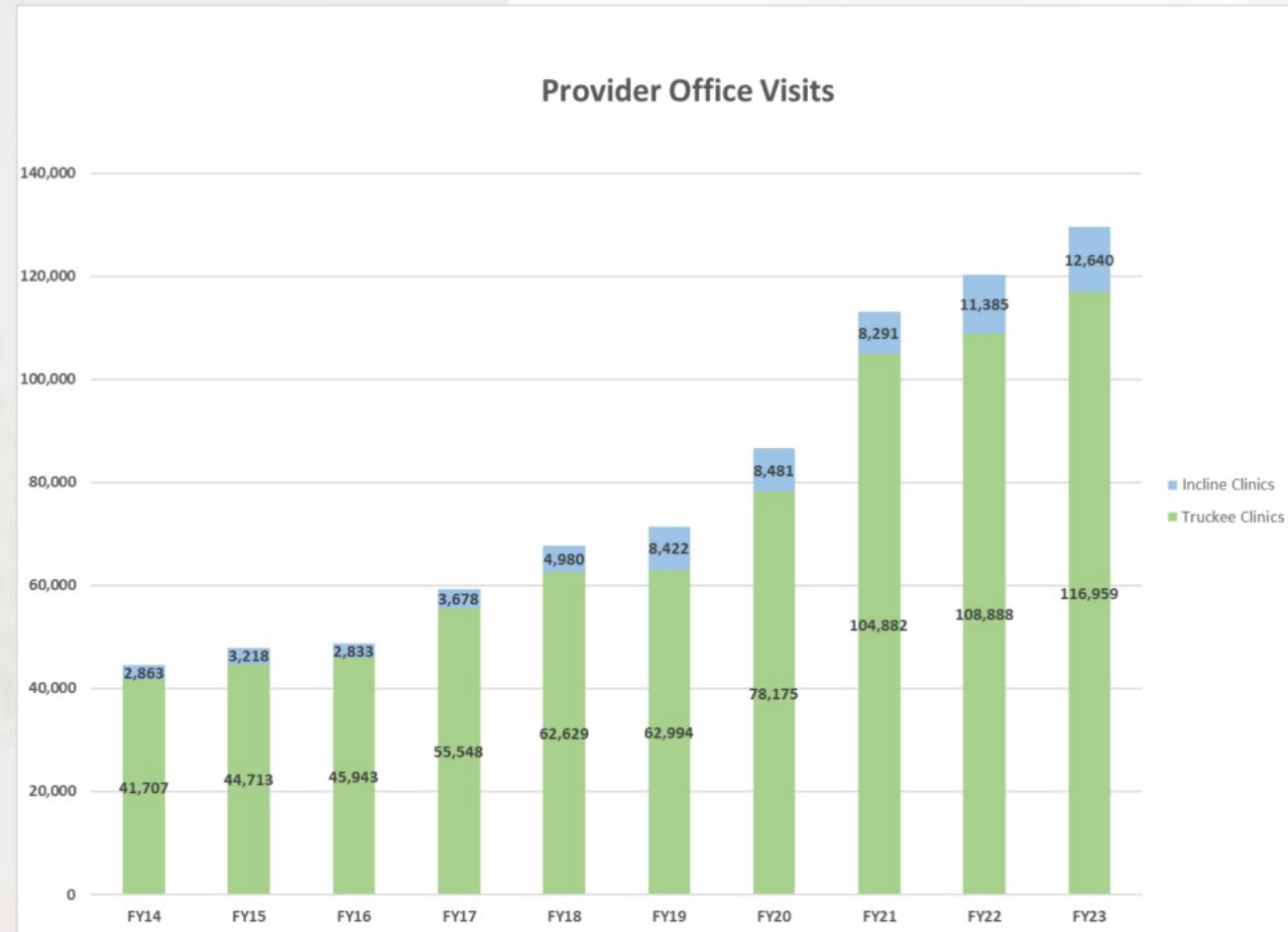
SERVICE

- Press Ganey Guardian of Excellence Award
- 2023 Women's Choice Award for Best Hospitals in Emergency Care, Obstetrics, and Patient Experience
- Overall Patient Satisfaction increased
- HCAHPS scores
- New Teleneurology program
- Management Systems transformation
 - Access to Care project
- Focused, structured rounding process for Administrative Council

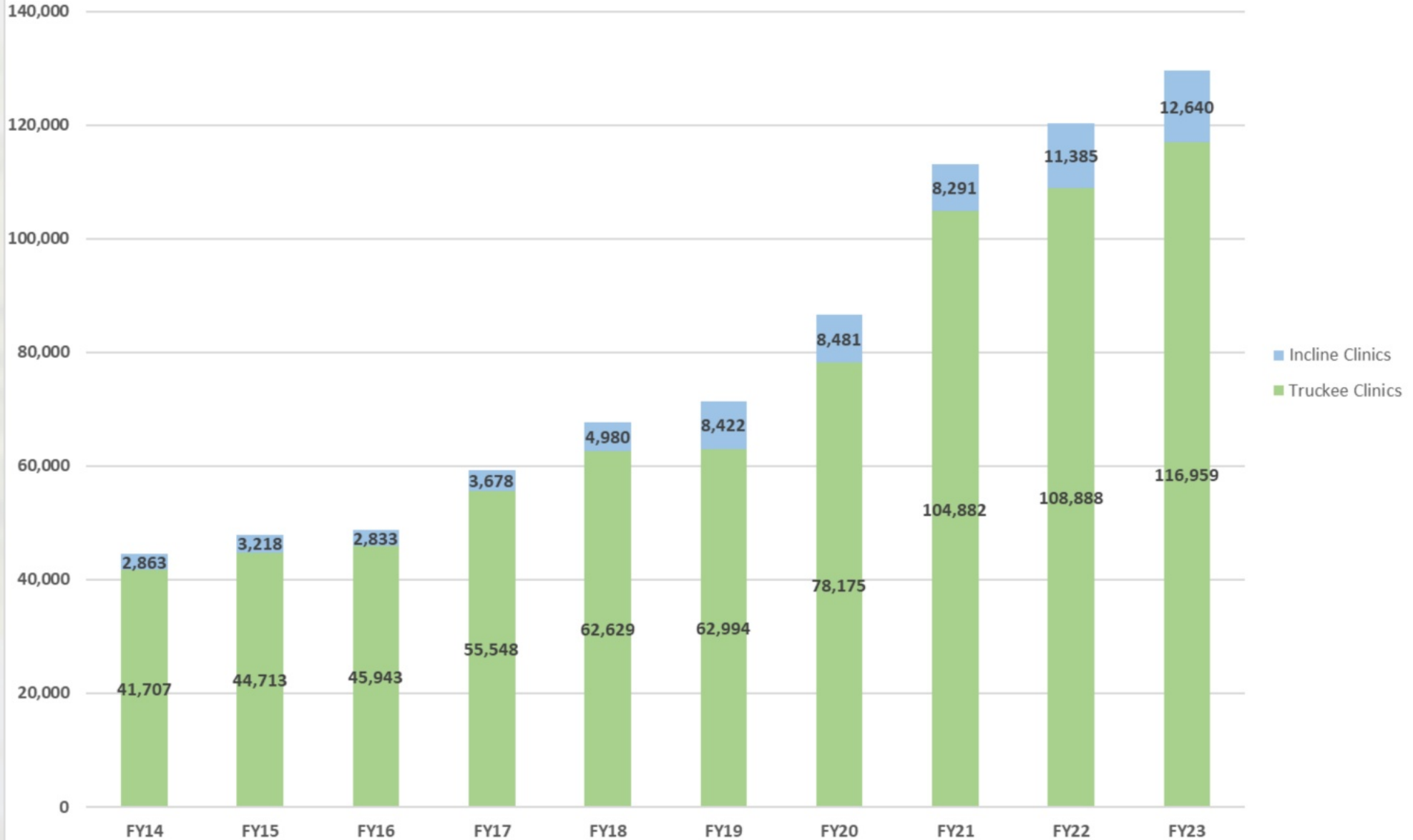


Provider Services

- Created Partnership Council
 - Chief Wellness Officer role & training
 - APP Lead placed
 - Quarterly journal club for clinicians
 - Evaluation of Orthopedic PA program
 - Engagement bonus restructure
 - Pediatric Service Line LEAN Project
 - 2nd & 3rd Floor Clinics in Medical Office Building opened
 - Expansion of Cardiology procedures
-
- Total Visit Count increase: 7.8%
 - Total Gross Charge increase = 27.9%



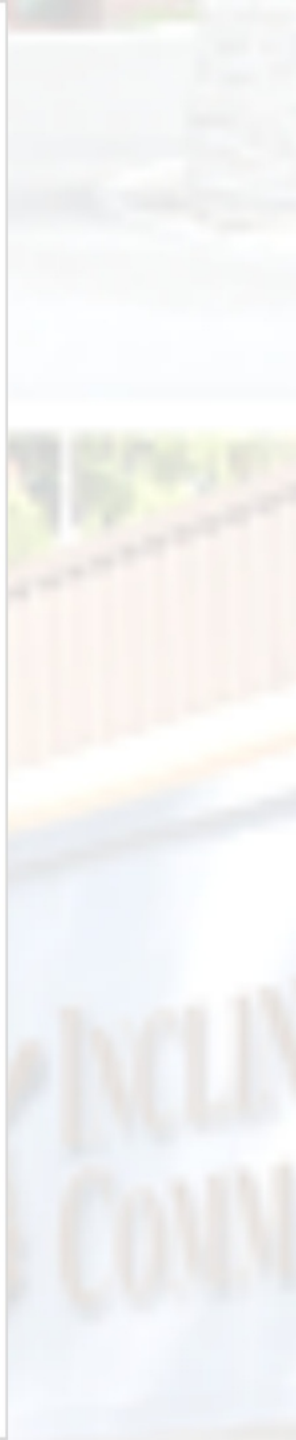
Provider Office Visits



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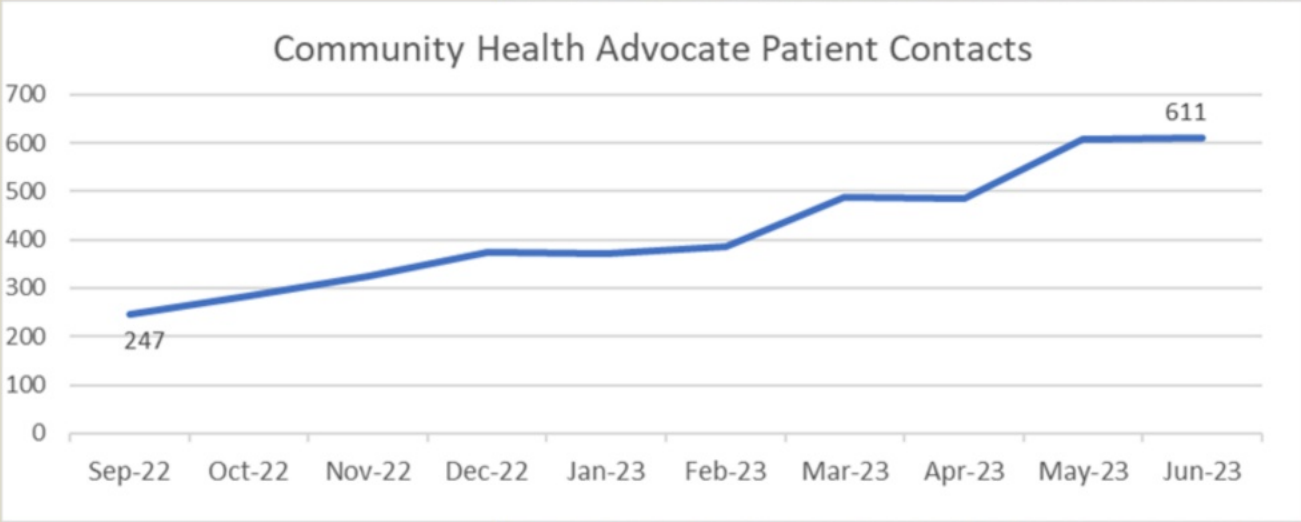


COMMUNITY HEALTH

- Completed 2023-2025 Community Health Improvement Plan
- Community Health Advocates increased patient outreach from 247 to 611 contacts per month
- Deployed 3-year grant with Sierra Community House
- Completed Justice, Equity, Diversity & Inclusion (JEDI) certificate program
- New Population Health Medical Director

Mental/
Behavioral
Health

Prevention &
Wellness
Chronic
Disease
Management



Local
Transportation

Foundations

Mental/Behavioral Health

- Zero Suicide Initiative Successes
 - Staff survey demonstrated improvement in all areas
 - AVS now includes resources for patients experiencing a mental health crisis
 - Expanded universal depression screening and follow up processes and developed quarterly feedback dashboards to Primary Care, Pediatric and OB/GYN providers
 - Standardized training for all departments using the Columbia Suicide Severity Rating Scale
 - Promotion of 988 - Suicide and Crisis Lifeline
- \$2.3M Behavioral Health Continuum Infrastructure grant
- Behavioral management process more organized and effective



Prevention & Wellness

- More than 34,000 community contacts in community health education, outreach and events
-

Chronic Disease Management

- More than 2,200 community contacts for targeted disease screenings and chronic disease management interventions



Founding Contributor of **TART** Connect Micro-Transit

Free On
Demand
Shuttle
Service





Legislative

Achievements

- AB 242 (CA)
- SB 241 (NV)
- SB 525 (CA)
- AB 277 (NV)

Tahoe Forest Health System Foundation

TFHSF successfully raised \$987,096. Fundraising focused on mission critical equipment, including funding \$500,000 of the 3T MRI machine. The #GivingTuesday campaign purchased several pieces of equipment for the Emergency Department including a trauma gurney and a GE panda baby warmer to support the Level 3 Trauma and Pediatric Readiness programs. TFHSF is still receiving several grants to support behavioral health services.

Incline Village Community Hospital Foundation

IVCHF had an incredibly successful year raising \$3,889,765. Primary fundraising focused on completely renovating the Diagnostic Imaging space and to purchase a new 128 slice CT machine, a new fixed X-Ray, and adding 3D mammography, a service that hasn't been available to the community in over a decade. The IVCHF Board voted to fund the entire Diagnostic Imaging project for a total of \$6.9 million - about \$3.8 million of that total was funded by Helmsley Charitable Trust.



Spirit of Giving Award

Shortly after the stillbirth of their daughter, Annalise King Hall, Josh & Lindsay Hall started a fund to help families facing this same kind of profound loss by pioneering a supportive fetal demise program.

Since establishing the Annalise King Hall Fund, it has provided:

- Bereavement training to nurses so that they are better equipped to support families after a loss
- A mother's milk bank to bring human milk to babies when absolutely critical situations arise
- Cuddle cots, giving grieving parents an opportunity to bond with their babies
- Memorial wind chimes to mourning families giving comfort and remembrance
- Comfort kits to families who have experienced a stillbirth or a miscarriage
- Advanced fetal monitors for tracking rate and rhythm of fetal heartbeats
- A neonatal resuscitation device, ensuring our clinical team has the best equipment available



People

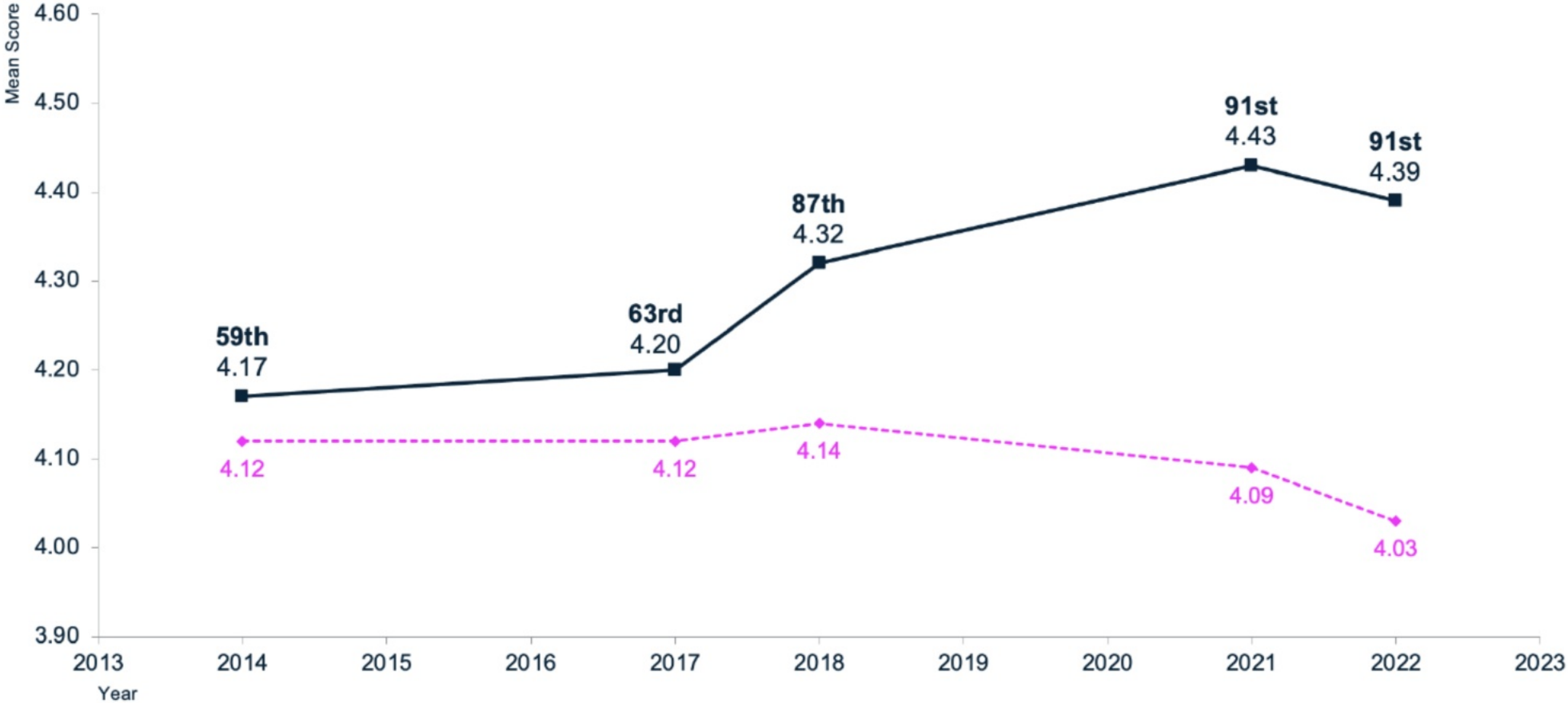
- Onboarded 363 new team members
- Incorporated Multi-Specialty Clinics into the union contracts
- Awarded 3rd place in the 2023 Greater Reno-Tahoe Best Places to Work in the Large Business category
- Launched PEAK (Professional Excellence, Advancement & Kudos) program for nursing, an evidenced-based, voluntary clinical/ career ladder



Press Ganey Employee Satisfaction Survey

Engagement Trending

2023 Natl Healthcare Avg
Facilities: 4,071
Respondents: 1,502,916



TFHS

Natl HC Avg

Nan Healy

Nevada Hospital Association
Volunteer of the Year

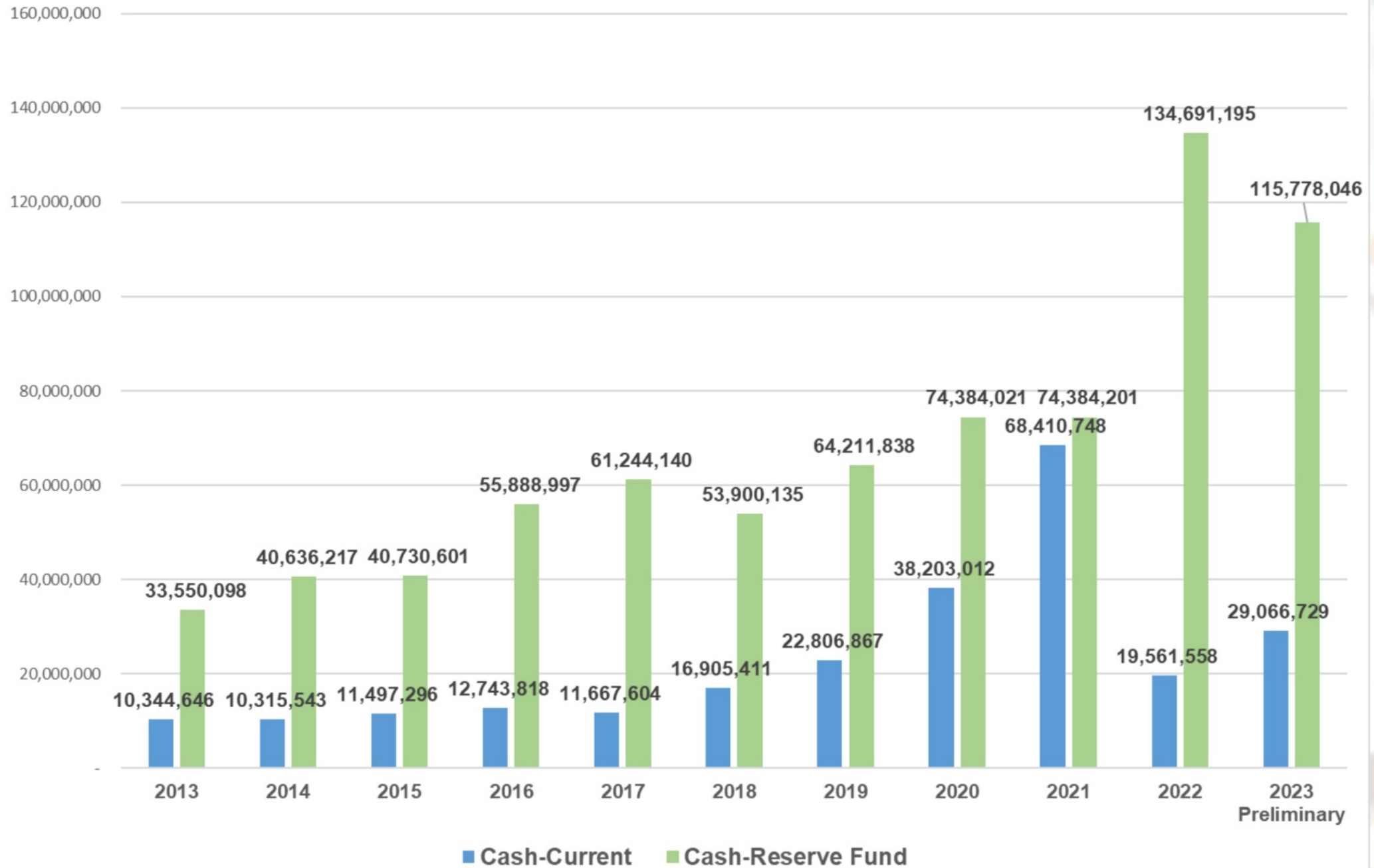


Gail Shady

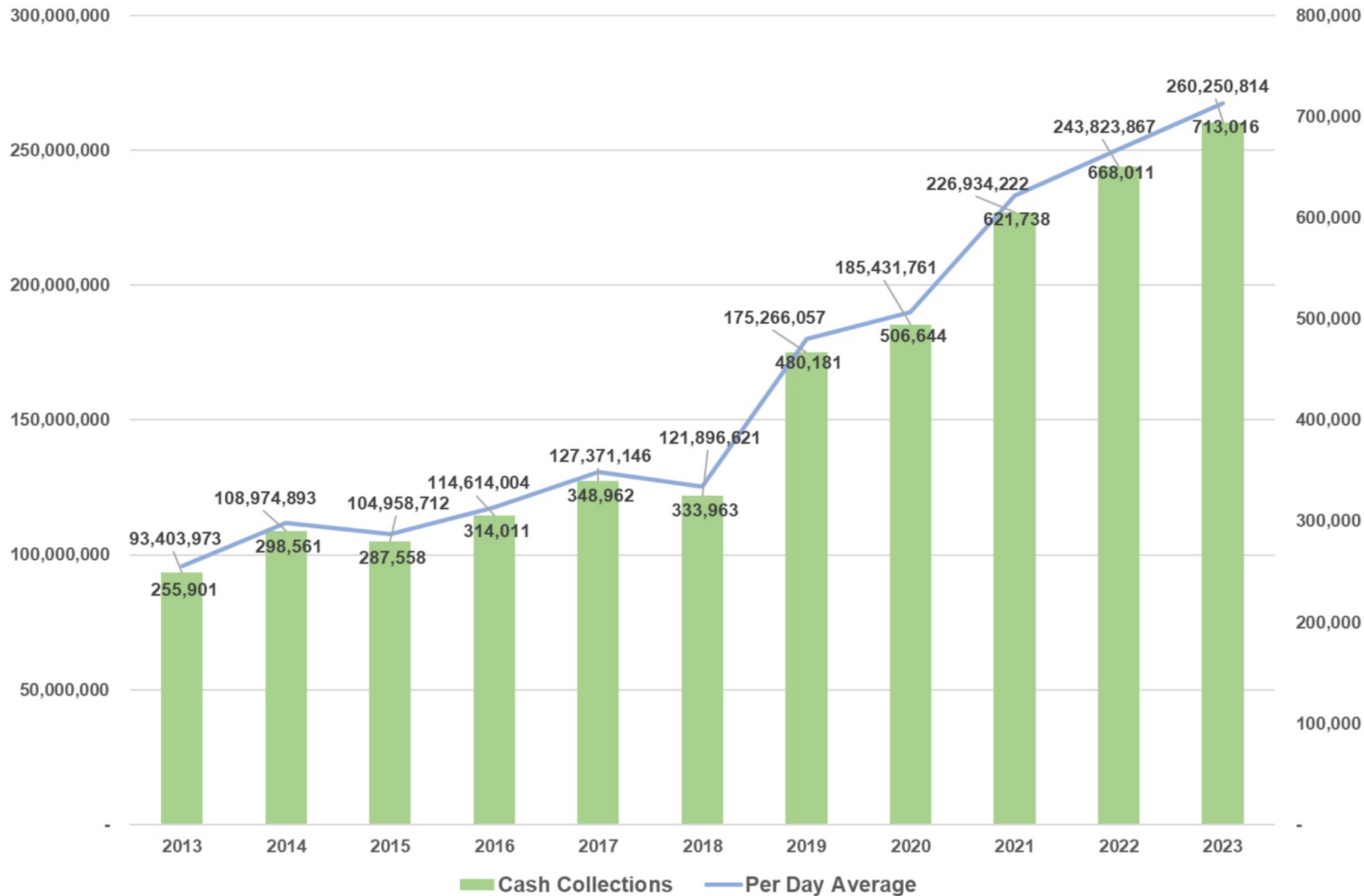
Celebrated 45
years of service!



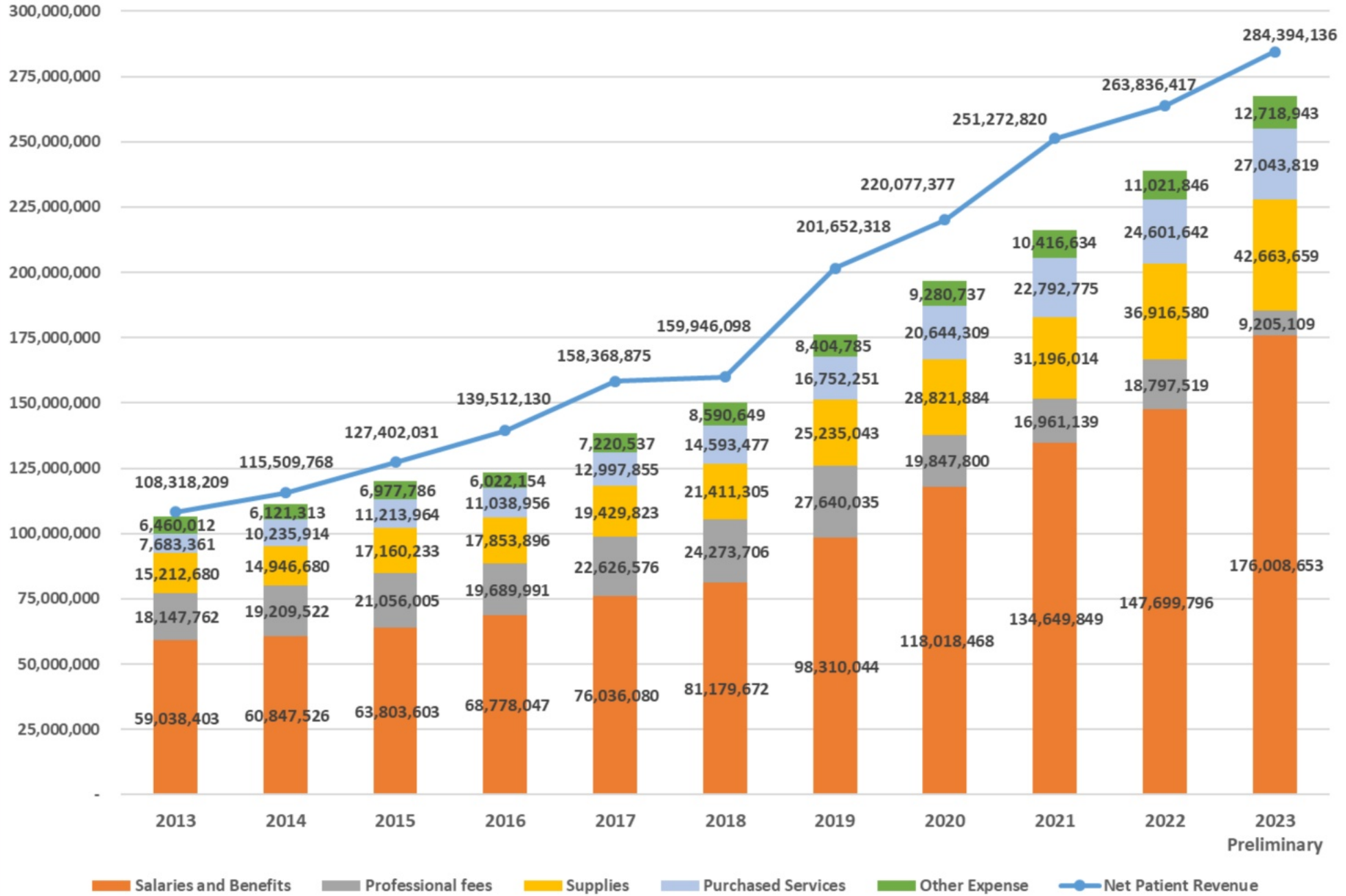
Total Cash Per Balance Sheet



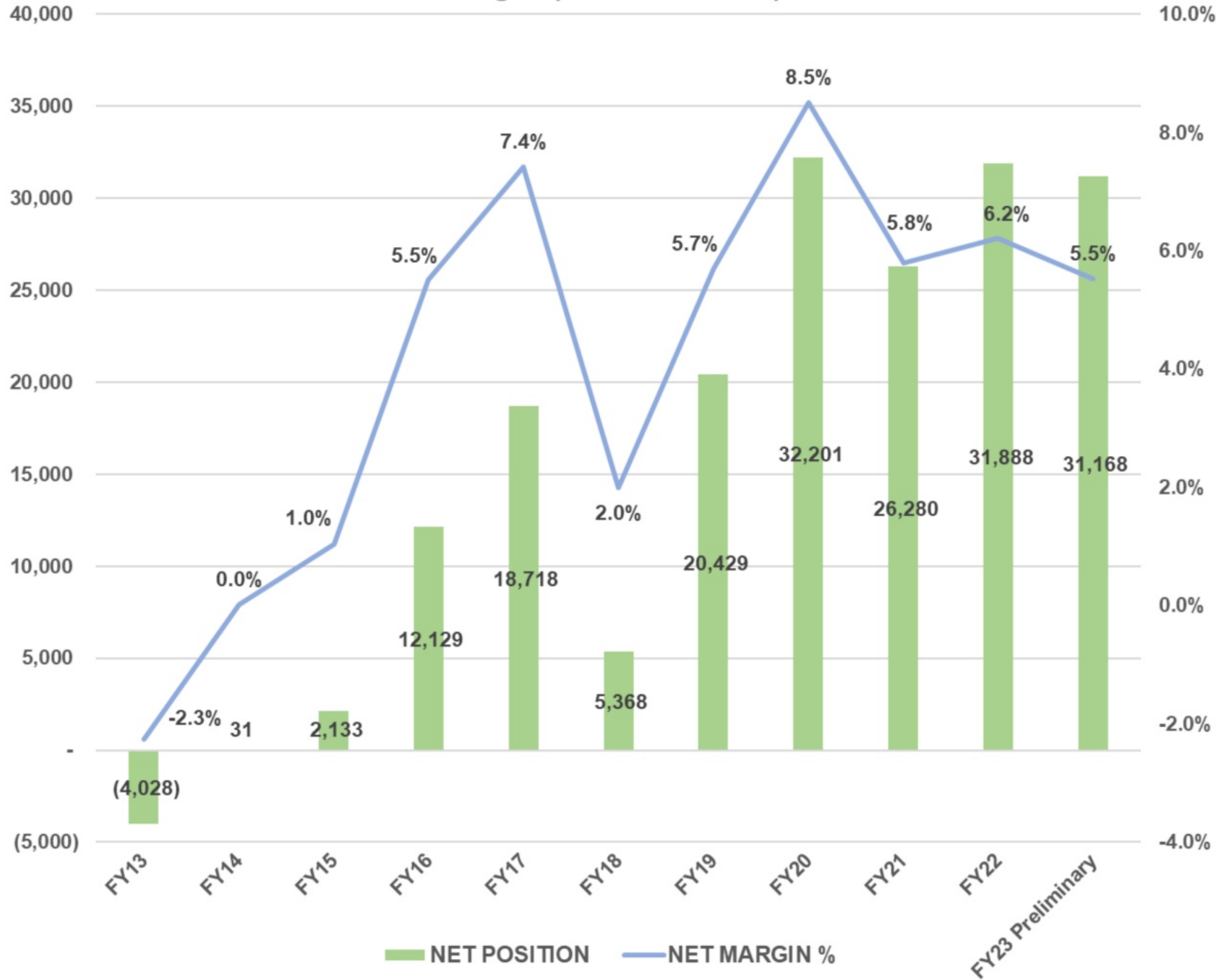
Cash Collections Per Annum with Average Collections Per Day



Hospital Revenue vs Expense Trend



Margin (in Thousands)



IT

Cancer
Center

Orthopedics

ECC



Case
Management
& Care
Coordination

Emergency
Department

Surgical
Services

Inpatient
Services



Med-Surg

ICU

Labor &
Delivery

Occupational
Health



Customer
Care
Navigation

Lab

Diagnostic
Imaging

Pharmacy

Information Technology

- Implementation of Epic Hyperdrive
- Improved provider efficiencies and support for onboarding
- Completed multiple projects, including CAIR2, Resident Scheduler, new Coagulation analyzers, Glucometers and new Blood Culture Analyzers with application for lab
- Implemented various technical upgrades, including cell phone boosters and Kari's Law compliance
- Managed IT initiatives, including data protection measures and creation of focused Cyber Security division
- Successfully protected the environment from over one million attempts to access our systems
- Closed 9,996 help desk tickets

Cancer Center

- Reaccreditation awarded by American College of Surgeon (ACoS) Commission on Cancer (CoC) with no deficiencies
 - Achieved by only 4% of hospitals nationally
- 89.51% on annual data submission for Quality Oncology Practice Initiative (QOPI) Certification
 - Result reflects top 1% of CancerLinQ program scores
- 22 National Quality Measures for Breast and Colorectal Cancers monitored through the CoC, exceeding state and national benchmarks
- Awarded \$20,000 grant to assist patients in travel expenses - 1 of 3 programs on the West Coast
- Collaborative project between Cancer Center, Outpatient Infusion Services, and Urgent Care to help patients avoid ED visits when possible
 - Developed an expedited Urgent Care Visit option for Oncology patients on active treatment

Orthopedics

- Own the Bone Star Performer
- For the ninth 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.



AGING IN AMERICA SHOULDN'T MEAN HIP FRACTURES, DISABILITY & LOSS OF INDEPENDENCE

THE BEST HOSPITALS AND PRACTICES OWN THE BONE



The American Orthopaedic Association applauds the following institutions for their achievements and participation in the Own the Bone® quality improvement program:

STAR PERFORMERS

Institutions are recognized for at least 75% compliance on at least 5 of the 10 recommended secondary fracture prevention measures over the last year.

AdventHealth Orthopedic Institute, Central Florida Division - Orlando, FL
 Advocate Christ Medical Center - Oak Lawn, IL
 Allegheny Health Network (AHN) - Jefferson Hospital - Jefferson Hills, PA
 Anne Arundel Medical Group Orthopedics/Laminis Health - Annapolis, MD
 AtlantiCare Regional Medical Center - Panama, NJ
 Atrium Health MSK Fracture Prevention Program - Charlotte, NC
 Atrium Health Wake Forest Baptist Medical Center - Winston Salem, NC
 Baptist Orthopedic Hospital at Mission Trail - San Antonio, TX
 Berkshire Medical Center - Pittsfield, MA
 Bryan Medical Center - Lincoln, NE
 Cedars-Sinai Medical Center - Los Angeles, CA
 Central Carolina Orthopaedic Associates - Sanford, NC
 CHRISTUS Mother Frances Hospital - Tyler, TX
 Cleveland Clinic Akron General Osteoporosis and Bone Health Center - Akron, OH
 Coastal Orthopedic & Spine Institute - Camarillo, CA
 Concord Hospital Orthopaedic Institute - Concord, NH
 Cooper Health System - Camden, NJ
 Crystal Clinic Orthopaedic Center - Akron, OH
 Firelands Physician Group - Sandusky Orthopedics and Pain Management - Sandusky, OH
 Froedtert & the Medical College of Wisconsin - Milwaukee, WI
 Hartford HealthCare Bone and Joint Institute - Hartford, CT
 Henry Ford Hospital - Detroit, MI
 Hoag Orthopedic Institute - Irvine, CA
 Huntington Hospital - Northwell Health - Huntington, NY
 JPS Health Network - Fort Worth, TX
 Lahey Hospital and Medical Center - Burlington, MA
 Lexington Medical Center - West Columbia, SC

MaineGeneral Orthopaedics - Augusta, ME
 Marshfield Clinic Health System - Marshfield, WI
 Medical University of South Carolina - Charleston, SC
 Memorial Regional Hospital - Hollywood, FL
 Mendelson Karablam Orthopedic & Spine Specialists - Warren, MI
 Michigan Medicine, University of Michigan - Ann Arbor, MI
 Michigan Neurosurgical Institute, PC - Grand Blanc, MI
 Mount Sinai South Nassau - Oceanside, NY
 NMC Health - Newton, KS
 North Central Baptist Hospital - San Antonio, TX
 Northern Light Eastern Maine Medical Center - Bangor, ME
 Norton Women's and Children's Hospital - Louisville, KY
 NYU Langone Orthopedic Hospital - New York, NY
 NYU Winthrop Hospital - Mineola, NY
 OhioHealth Orthopedic & Sports Medicine Physicians - Mansfield Hospital - Mansfield, OH
 OHSU Department of Orthopaedics & Rehabilitation - Portland, OR
 Orthopaedic Associates of Michigan - Grand Rapids, MI
 *Orthopedic Associates of SW Ohio - Dayton, OH
 Overlake Medical Center & Clinics - Bellevue, WA
 *Park Nicollet Methodist Hospital/TRIA Orthopaedic Center - Minneapolis, MN
 *Prisma Health-Upstate - Greenville, SC
 ProMedica Toledo Hospital - Toledo, OH
 Regions Hospital - St. Paul, MN
 Resolute Baptist Hospital - New Braunfels, TX
 *Sanford Medical Center - Fargo - Fargo, ND
 Sonoran Orthopedics - Scottsdale, AZ
 Southern Illinois Healthcare Herrin Hospital - Herrin, IL
 South Texas Fracture Prevention Clinic - San Antonio, TX
 *Spartanburg Regional Healthcare System - Spartanburg, SC

SSM Health Dean Medical Group Orthopedics - Madison, WI
 St. Luke's Health System Osteoporosis and Bone Health Program - Boise, ID
 St. Peter's Health - Helena, MT
 Tahoe Forest Health System - Truckee, CA
 Tallahassee Memorial HealthCare - Tallahassee, FL
 The Bone and Joint Center at AdventHealth Zephyrhills - Zephyrhills, FL
 The Bone and Joint Center- Capital Region Orthopaedic Associates - Albany, NY
 The Centers for Advanced Orthopaedics, Orthopaedic Associates of Central Maryland Division (CAO/QADM) - Catonsville, MD
 The Centers for Advanced Orthopaedics, Mid-Maryland Musculoskeletal Institute (MMI) - Frederick, MD
 The Ohio State University Wexner Medical Center - Columbus, OH
 *The Queen's Medical Center - Honolulu, HI
 The University of Texas at Austin - UT Health Austin - Austin, TX
 TSAOG Orthopaedics and Spine - San Antonio, TX
 Carle Health Endocrinology Clinic - Peoria - Peoria, IL
 University Hospital - San Antonio, TX
 University of Cincinnati - Cincinnati, OH
 University of Connecticut - Farmington, CT
 University of Iowa Hospitals & Clinics - Iowa City, IA
 *UT Southwestern Medical Center - Dallas, TX
 University of Wisconsin Hospitals and Clinics - Madison, WI
 UT Health East Texas Orthopedic and Sports Medicine Institute - Tyler, TX
 VCU Health - Richmond, VA
 Wooster Community Hospital Health System - Wooster, OH
 *WVU Medicine Department of Orthopaedics - Morgantown, WV
 *Yale New Haven Hospital Fragility Hip Fracture Program - New Haven, CT

NEWLY ENROLLED INSTITUTIONS

Bristol Regional Medical Center - Bristol, TN
 Greenville Community Hospital - Greenville, TN
 Holston Valley Medical Center - Kingsport, TN
 Johnson City Medical Center - Johnson City, TN
 Johnston Memorial Hospital - Abingdon, VA
 Loyola Medicine - Maywood, IL
 Memorial Hospital - Oconomowoc, WI
 Mount Carmel Health System - Columbus, OH
 Myrae Medical Center - Harlan, IA
 Prolife Health Care Oconomowoc
 ProHealth Care Waukesha Memorial Hospital - Waukesha, WI
 Reane General Medical Clinic - Spencer, WV
 Smyth County Community Hospital - Marion, VA
 Sycamore Shoals Hospital - Elizabethton, TN
 Trinity Health Ann Arbor - Ypsilanti, MI

*First in state to enroll in Own the Bone®
 *Recognized as a newly enrolled institution and a Star Performer in addition



ECC

- Successful annual CDPH survey of ECC/LTC, ensuring compliance with CMS COPs
- Increased census to filling all available beds
- Increased Rehab/Skilled beds to four at a given time
- Employed Full Time restorative aides to keep residents active and showing less decline

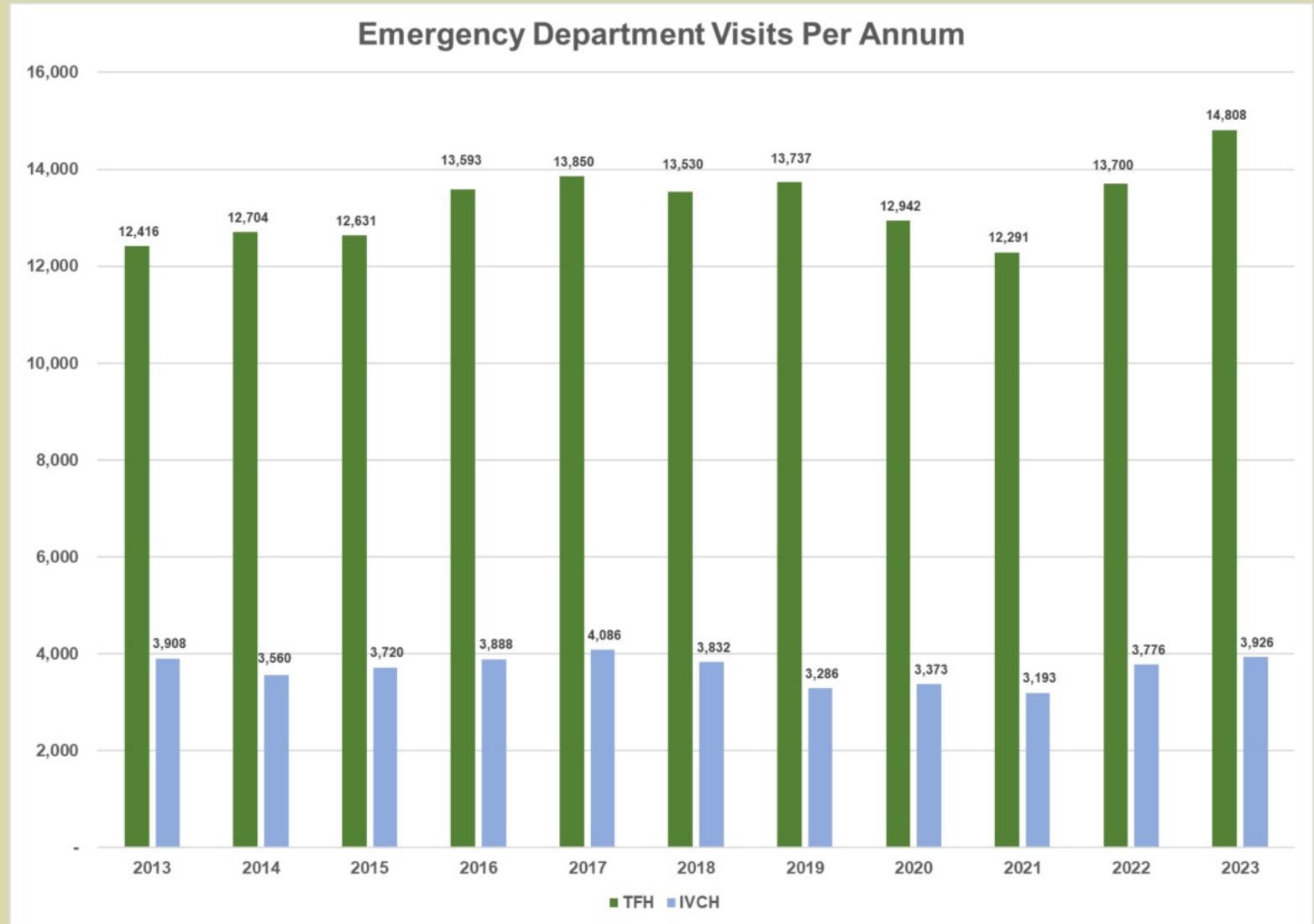


Case Management & Care Coordination

- Decreased All Cause Medicare readmission rate (Q2 2022-Q1 2023) to 12.7%
- Hired Medical Assistant to support CC and Trauma programs with call-backs and follow up care
- Developed and implemented Wise Mind program series for cognitive assessment and improvement
- Provided a Senior Needs Gap Assessment to the AC and Board

Emergency Department

- BETA Quest for Zero: Tier 2 achieved at both Emergency Departments
- 2023 Women's Choice for Best Hospitals in Emergency Care



Surgical Services

- Partnered with Optum to evaluate & make improvements to workflows and efficiencies
- Perioperative Governance Committee established
- Preoperative Performance Improvement team focused on patient optimization prior to surgery
- Cardiac Service line established on June 15, 2023
- Endoscopy services now offered at IVCH as of May 26, 2023
 - 111 cases performed as of June 15, 2023
- Physician Engagement efforts
 - Working with surgeons & anesthesiologists on volume scorecards
- Interventional Radiology Nurse
 - Dedicated to Diagnostic Imaging for increased procedural support

Inpatient Services

- Achieved the Press Ganey Guardian of Excellence Award for reaching and sustaining patient experience scores at or above the 95% rank in the nation for one full year
- Inpatient Services has ranked in the top 5% for over three consecutive years, earning the Press Ganey Human Experience Pinnacle of Excellence Award
- Initiated a Change of Shift Huddle to increase communication between day and night shift
- Implemented new Fall Risk Protocol including increased awareness by nursing staff & patient care techs, use of yellow gowns, bed alarms and chair alarms

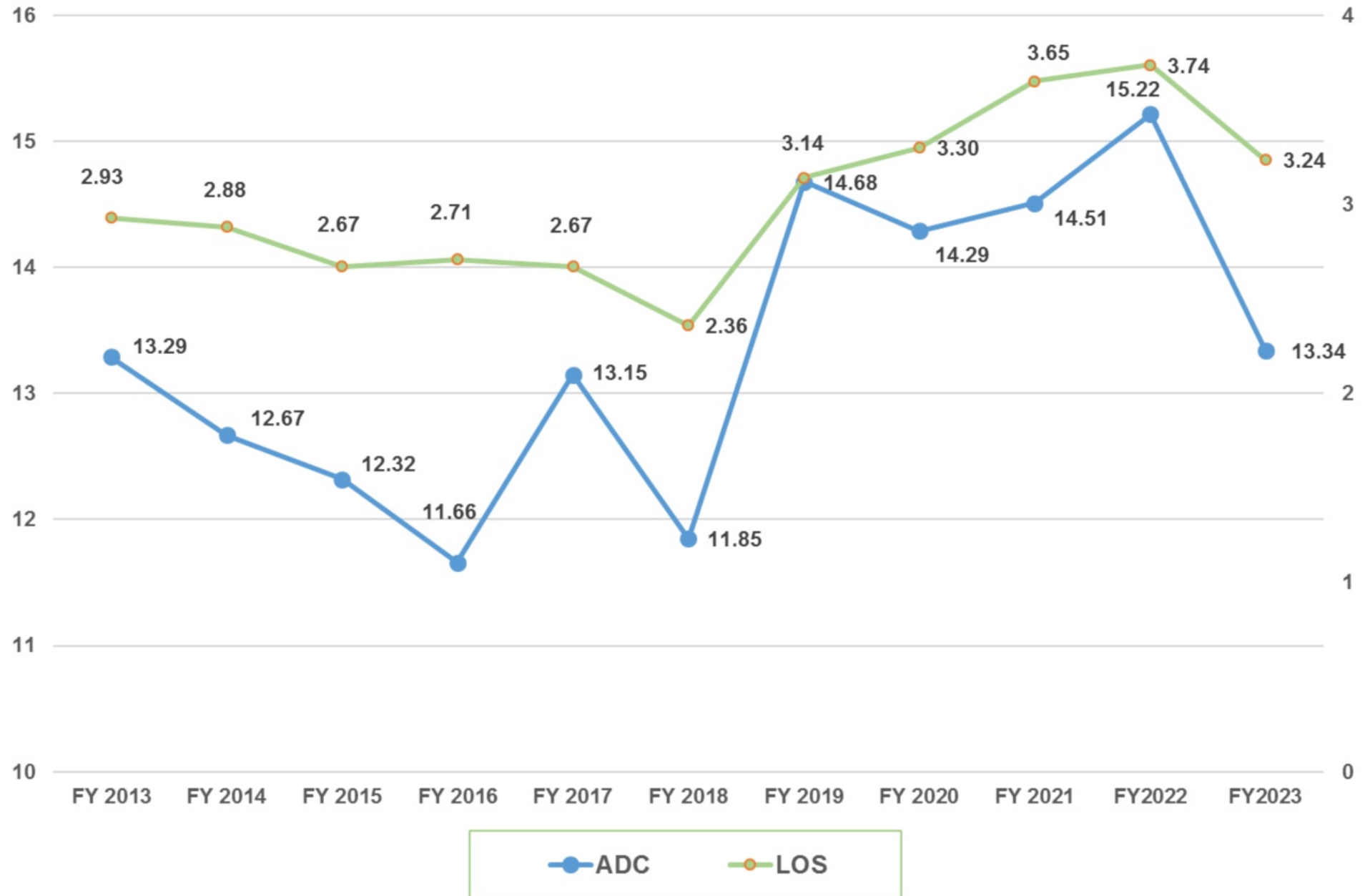


Human
Experience
Award winner



Human
Experience
Award winner

Average Daily Census and Length of Stay - Acute Patients



Med-Surg

- Increased capacity of RN for cardiac & pediatric patients
- Started keeping higher acuity cardiac patients
- Pediatric RSV season increased capacity & education
- Introduced new pediatric scoring tool to better assess RSV pediatric patients
- Education included: Pediatric Emergency Assessment, Recognition, & Stabilization (PEARS) Class for increasing comfort in Pediatric patients to reduce transfers, EKG Refresher Class for nursing staff, Fall In-Service for chair alarms, increased wound care education for nursing staff and increased diabetic education tools for newly diagnosed patients
- Adjusted team lead and nurse assignments in order to better serve our patients safely and decrease burnout on the unit
- Increased sepsis flowsheet documentation in order to identify septic patients sooner

ICU

- Recovery of cardiac patients
- All ICU RN's are certified with NIHSS for in-patient stroke alerts
- Began conducting follow-up calls on all patients discharged from ICU
- Extensive cardiac training to RN's in anticipation of and response to a new cardiac line
- Champion RNs for wound-vac dressing changes
- Increased focus on quality compliance through real time audits

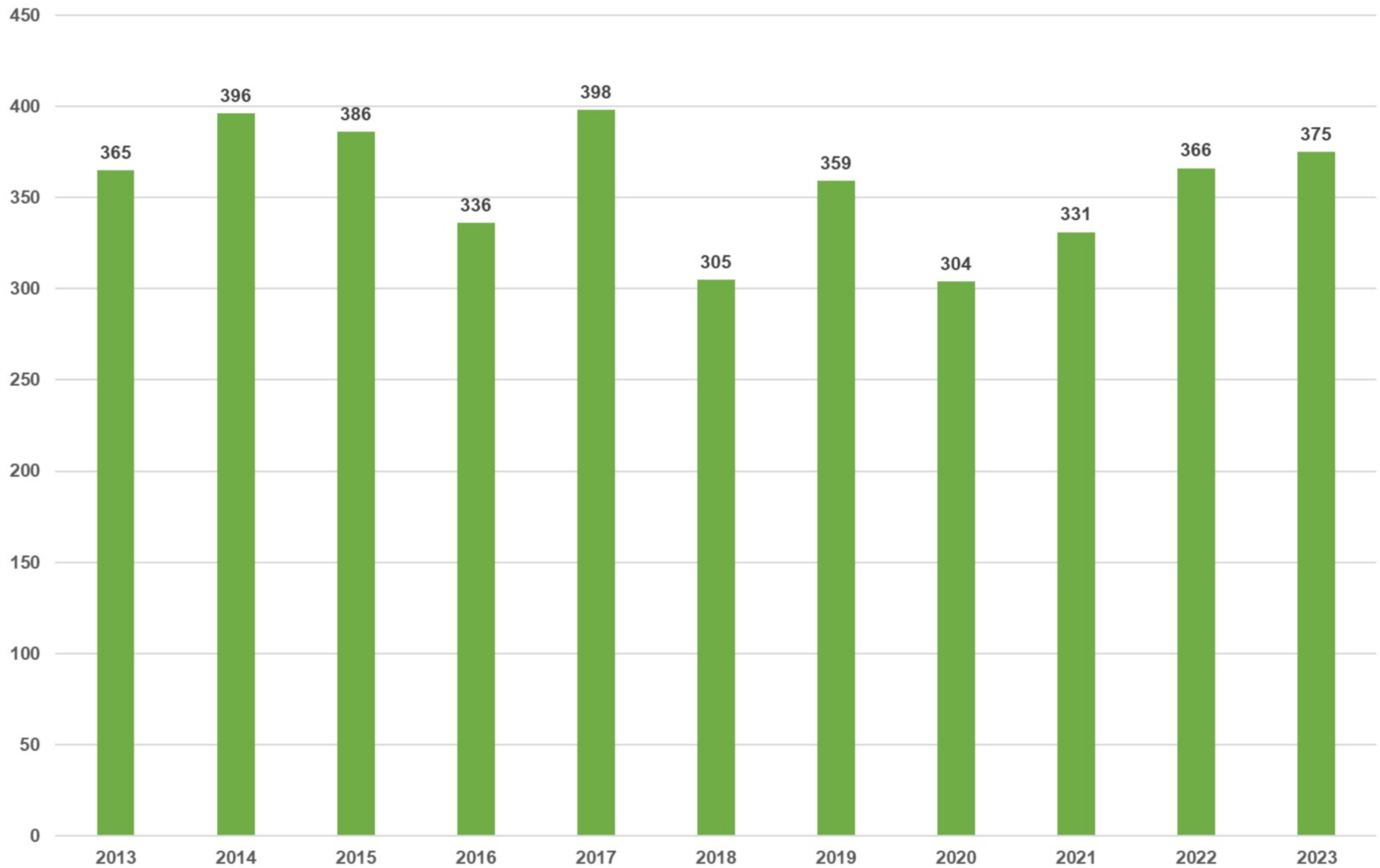
Labor & Delivery

- BETA Quest for Zero - Tier 2
- 2023 Women's Choice Award for Best Hospitals in Obstetrics
- California Maternal Quality Care Collaborative Maternal Data Center Honor Roll for 3 years below state benchmark for cesareans in our first time birthing population
- 2023 Cal Hospital Compare Honor Roll for Maternity Care
- Baby Friendly designation extended through 2027



National
Baby Friendly
Certification

Deliveries Per Annum

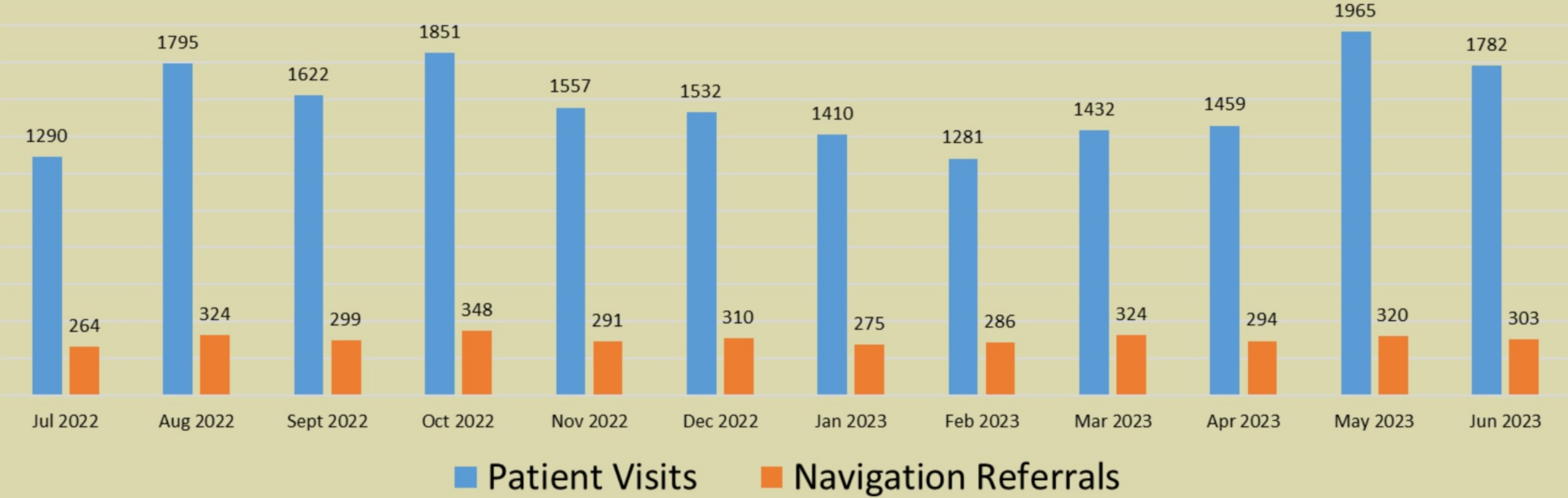


Occupational Health

- Implemented a new electronic medical record
- New Co-Medical Directors: Dr. Yolanta Petrofsky & Dr. Stasia Muhlner
- Expanded role of RN's in clinic for employee health visits
- Community Partnership with Palisades Tahoe
- Established new screening guidelines for health care providers which results in \$284,000 hard cost savings
- Successfully implemented first telemedicine visit

Customer Care Navigation

Tahoe Forest Center for Health



Lab

- Implemented High Sensitivity Troponin testing for early detection of heart attack
- Point of Care Glucose testing now interfaced with Epic
- Successful accreditation by The College of American Pathologists
- Fentanyl testing added to all urine toxicology orders to meet requirements of Tyler's Law and aid community in identifying the presence of Fentanyl for our patients
- Point of Care iSTAT instruments performing blood gases, electrolytes and Hemoglobin testing now electronically send results to patient charts

Diagnostic Imaging

- Industry-Leading 3.0 Tesla MRI project completed
 - Due to dramatic decrease in exam times with the 3T technology, operations expanded to 12 hour days and an additional 30+ patients each week
- Mammography equipment purchased at IVCH thanks to a Helmsley Grant
 - 400 patients seen at TFH and 4400 women in the IVCH zip codes are within the age for mammography services
- Kicked off IVCH CT and X-Ray Replacement project

..... *Announcing!*

NEW Industry-Leading 3.0 Tesla MRI Now Available



Exceptional Images. Extraordinary Care.



Unparalleled Comfort

A larger opening accommodates people of nearly all sizes



Unparalleled Speed

New innovations ensure a faster exam



Unparalleled Results

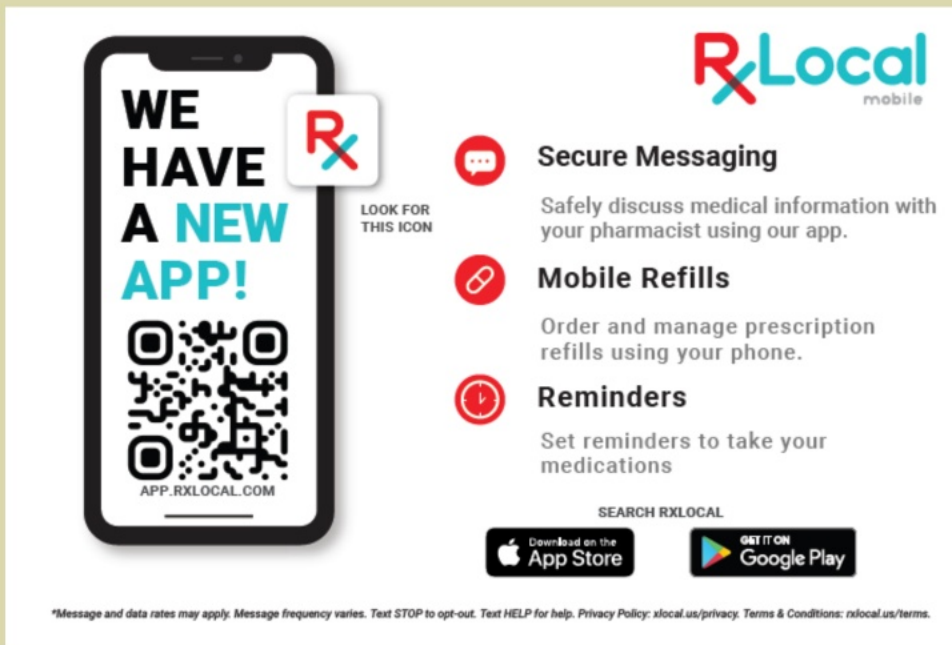
Consistent, high-resolution images enhance patient care

When it comes to your care, there is no room for compromise. That's why we've invested in a new 3.0 Tesla magnetic resonance imaging (MRI) technology that adapts to your unique body to deliver stunning precision, accuracy, speed, and efficiency.

Proudly supported by a \$500,000 grant from the TFHS Foundation

(530) 582-6510
TFHD.com

 **TAHOE FOREST
HEALTH SYSTEM**



Rx Local
mobile

WE HAVE A NEW APP!

LOOK FOR THIS ICON

Secure Messaging
Safely discuss medical information with your pharmacist using our app.

Mobile Refills
Order and manage prescription refills using your phone.

Reminders
Set reminders to take your medications

SEARCH RXLOCAL

Download on the App Store

GET IT ON Google Play

APP.RXLOCAL.COM

*Message and data rates may apply. Message frequency varies. Text STOP to opt-out. Text HELP for help. Privacy Policy: rxlocal.us/privacy. Terms & Conditions: rxlocal.us/terms.

Rx Local app rolled out to the community

TAHOE FOREST
PHARMACY
Best Pharmacy



Voted Best Retail Pharmacy



TAHOE FOREST
HEALTH SYSTEM

TFHD.com

Congratulations to the Retail Pharmacy!





Celebrating Excellence: A Year of Outstanding Achievements

Fiscal Year 2023

QUALITY

Provide
excellence in
clinical outcomes

SERVICE

Best place to be
cared for

COMMUNITY

Meet the needs of
the community

PEOPLE

Best place to
work, practice &
volunteer

FINANCE

Provide superior
financial
performance

Department
Achievements