



TAHOE FOREST HOSPITAL DISTRICT

Special Meeting of the Board of Directors

Tahoe Forest Hospital - Eskridge Conference Room

Thursday, June 06, 2024 at 2:30 pm

Meeting Book - 2024-06-06 Special Meeting of the Board of Directors Packet

Special Meeting

Agenda

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SPECIAL MEETING OF THE BOARD OF DIRECTORS

AGENDA

Thursday, June 06, 2024 at 2:30 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Ave, Truckee, CA 96161

1. **CALL TO ORDER**

2. **ROLL CALL**

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

4. **INPUT AUDIENCE**

This is an opportunity for members of the public to comment on any closed session item appearing before the Board on this agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Clerk of the Board 24 hours prior to the meeting to allow for distribution.

5. **CLOSED SESSION**

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

Title: President & Chief Executive Officer

6. **OPEN SESSION – CALL TO ORDER**

7. **REPORT OF ACTIONS TAKEN IN CLOSED SESSION**

8. **ITEMS FOR BOARD ACTION / DISCUSSION ♦**

8.1. **CEO Succession PlanATTACHMENT**

The Board will review and discuss the CEO Succession Plan Policy, AHR-113, and next steps per the succession plan policy.

8.2. **Consideration of Awarding a Contract to an Executive Search Firm ♦**

The Board will review and discuss the recommendation by the sub-committee of an Executive Search Firm.

8.3. **Alignment of Strategic Priorities with a Leadership Model for the Future.....ATTACHMENT**

The Board will review and discuss the organizational priorities and consider the profile of leadership that will take us into the future of healthcare.

9. **ADJOURN**

Special Meeting of the Board of Directors of Tahoe Forest Hospital District
June 06, 2024 AGENDA – Continued

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is June 27, 2024 at Tahoe Forest Hospital, 10121 Pine Avenue, Truckee, CA, 96161. A copy of the board meeting agenda is posted on the District's web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting. Materials related to an item on this Agenda submitted to the Board of Directors, or a majority of the Board, after distribution of the agenda are available for public inspection in the Administration Office, 10977 Spring Lane, Truckee, CA 96161, during normal business hours.

*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 582-3481 at least 24 hours in advance of the meeting.



Origination 09/2012
Date
Last 05/2024
Approved
Last Revised 08/2018
Next Review 05/2025

Department Human
Resources - AHR
Applicabilities System

CEO Succession Plan, AHR-113

PURPOSE:

To provide a formalized plan of action and activities in the event of a planned or unplanned Chief Executive Officer (CEO) vacancy. Such a plan allows for a smooth transition when a leader leaves, provides continuity in leadership and avoids extended and costly vacancies in a key position.

PROCEDURE:

- A. Driven by the Board of Directors with staff support from the Chief Human Resources Officer.
 1. Define the three situations for need of succession plan: in case of an immediate need (illness of CEO, etc.), a short term transition (less than 12 months), or long term transition (greater than 12 months).
 - a. Immediate:
 - i. The Board will ask the Chief Human Resources Officer (CHRO) to implement search process to determine search firm immediately.
 - ii. The process outlined below will be followed; however, the time frame will be shortened in order to find a candidate sooner.
 - iii. An Interim CEO may be named by the Board of Directors for immediate needs.
 - a. Chief Human Resources Officer will assist the Board identifying any internal candidates that could temporarily fill the role.
 - b. Short term:
 - i. The Board will discuss a transition process with the CEO: setting a time frame for determining search firm, hospital needs, allowing time for interviewing and referencing in order to have a

CEO hired and on-site within a reasonable time of CEO departure.

ii. The process outlined below will be followed.

c. Long Term:

i. The Board and CEO will discuss potential internal candidates for CEO replacement. If viable candidates exist, the CEO will prepare a leadership development program for such candidates, including a variety of outside educational opportunities to broaden candidate's experience. The CEO will collaborate with the Board on what makes an ideal candidate.

ii. If no internal candidates are currently employed, the CEO and Board will consider hiring a potential replacement, based on expected departure date.

2. The process:

a. Responsibilities

i. Board utilizes support of Chief Human Resources Officer to assist with the recruitment/search process.

ii. Board assigns responsibility to engage search firm and source candidates to either a special committee or the Personnel Committee.

iii. Board engages in discussion as to what makes an ideal candidate.

iv. Board determines final selection panels: Board, Medical Staff, and TFHS staff.

b. Engage executive search firm.

i. The Chief Human Resources Officer will coordinate process with search firm for meetings with committee to agree on clear shared expectations of characteristics of ideal candidate.

ii. Search firm sources candidates to Chief Human Resources Officer and Board. This includes any internal candidates.

iii. Board narrows selection by review of resumes and/or phone interviews.

iv. Board interviews top 2-3 candidates in person in Truckee.

v. Final candidates interview with others as identified by the Board in step 2.a.iv

vi. Board makes selection.

All Revision Dates

08/2018, 03/2013

Approval Signatures

Step Description	Approver	Date
	Alex MacLennan: CHRO	05/2024
	Lauren Caprio: Director of Employee & Labor Relations	05/2024

COPY



Dyadic Leadership at Tahoe Forest Health – An Opportunity

Situation:

Healthcare systems in the US face increasing challenges due to financial pressures and a complex regulatory environment. This is particularly true in rural communities like North Lake Tahoe. Many at Tahoe Forest have expressed desire for greater clinical leadership at the CEO level, and the system is considering a “dyadic” leadership model in order to achieve that goal. The dyadic model has been shown to improve engagement of staff and community, as well as improve quality and financial outcomes.

Background:

TFHS serves a critical role in the broader North Lake Tahoe region, and its leadership structure impacts its performance and workplace culture. The system has grown rapidly in the last 10 years, and has experienced strong financial performance due to growth and a favorable payor mix. However, the system has struggled with low medical staff engagement and alignment, and physicians in particular have voiced a desire for greater clinical representation at the system level. They have proposed the concept of a dyadic leadership model to the Board of Directors as well as to management.

Dyadic leadership is a model where administrative and clinical leaders share responsibility and accountability. This approach has been successfully implemented at renowned institutions like the Mayo Clinic for over a century. The model leverages the strengths of both administrative and clinical expertise to drive organizational performance, adaptability, and innovation in healthcare delivery.

Assessment

Implementing the dyadic leadership model aligns with Tahoe Forest Health System's strategic priorities in the following ways:

1. Community:

- **Alignment:** Dyad leadership fosters community partnerships and collaborative health initiatives with strong connection to clinical expertise. Community members also need to know that their healthcare system is delivering the best clinical quality available and that the medical staff is aligned and supported.
- **Impact:** Promotes integrated, community-focused healthcare programs, community engagement, and enhances public health and wellness.

2. **Service:**

- **Alignment:** Joint efforts of the CEO and Chief Physician Executive improve patient care delivery, starting with assessment of the service lines offered. Care delivery is managed and refined with an eye towards operational and clinical excellence.
- **Impact:** Enhances patient and family experience through coordinated, timely, and patient-centered care.

3. **Quality:**

- **Alignment:** Combines administrative efficiency with clinical excellence. Strong clinical partnership at the top of the organization ensures that all decisions support quality and safety priorities.
- **Impact:** Drives continuous improvement in clinical outcomes and patient safety.

4. **People:**

- **Alignment:** Encourages a culture of collaboration and professional development. Tension between clinical and non-clinical staff is common in healthcare, and dyadic leadership facilitates representation and communication channels for all.
- **Impact:** Increases staff engagement, teamwork, job satisfaction, and retention.

5. **Finance:**

- **Alignment:** Dyadic leadership ensures balanced decision-making, taking into account financial and quality priorities.
- **Impact:** Enhances financial performance by aligning cost management with quality care delivery.

Recommendations:

1. **Endorsement:** The District Board should endorse the adoption of dyadic leadership at the CEO level.
2. **Education:** Provide information and resources to educate staff and community about dyadic leadership and how it will be implemented at Tahoe Forest.
3. **Evaluation and Training:** Establish a framework for evaluating the effectiveness of the dyad model and provide necessary training for leaders.
4. **Engage Stakeholders:** Conduct regular engagement sessions with staff and community stakeholders to ensure a smooth transition and garner support.

By adopting the dyadic leadership model, Tahoe Forest Health System can strategically position itself to achieve its goals of community integration, outstanding service, superior quality, engaged culture, and financial strength.