



TAHOE FOREST HOSPITAL DISTRICT

2024-06-11 Board Executive Compensation Committee

Tahoe Forest Hospital - Donner Conference Room

Tuesday June 11, 2024 at 09:00 a.m.

10978 Donner Pass Rd, ste 3, Truckee CA 96161



Meeting Book - 2024-06-11 Board Executive Compensation Committee

Board Executive Compensation Committee

AGENDA

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BOARD EXECUTIVE COMPENSATION COMMITTEE AGENDA

Tuesday June 11, 2024 at 09:00 a.m.
Tahoe Forest Hospital – Donner Conference Room
10978 Donner Pass Rd, ste 3, Truckee, CA 96161

- 1. CALL TO ORDER**
- 2. ROLL CALL**
Mary Brown, Chair; Alyce Wong, Board Member
- 3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA**
- 4. INPUT – AUDIENCE**
This is an opportunity for members of the public to address the Committee on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Committee cannot take action on any item not on the agenda. The Committee may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.
- 5. APPROVAL OF MINUTES OF: 05/13/2024..... ATTACHMENT**
- 6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION**
 - 6.1. Fiscal Year 2025 President & CEO Incentive Compensation ATTACHMENT**
Executive Compensation Committee will review & consider recommendation of the proposed metrics update for fiscal year 2025 President & CEO Incentive Compensation.
 - 6.2. Committee Charter ATTACHMENT**
Executive Compensation Committee will review and recommend approval of the committee charter.
 - 6.3. Executive Compensation Evaluation**
Executive Compensation Committee will consider the future consultation and engagement of a specialist in executive compensation and evaluation to ensure that the Board is utilizing the most relevant data and metrics available.
- 7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS**
- 8. NEXT MEETING DATE**
Executive Compensation Committee will discuss its next meeting date.
- 9. ADJOURN**

*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.



BOARD EXECUTIVE COMPENSATION COMMITTEE **DRAFT MINUTES**

Monday May 13, 2023 at 10:00 a.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 10:00 a.m.

2. ROLL CALL

Board: Mary Brown, Chair; Alyce Wong, Board Member
Staff in attendance: Harry Weis, President & Chief Executive Officer; Louis Ward, Chief Operating Officer, Scott Baker, PV Provider Services; Alex MacLennan, Chief Human Resources Officer; Crystal Felix, Chief Financial Officer (zoom); Sarah Jackson, Executive Assistant; Lucy Wright, Recruiter

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

Agenda was rearranged to 6.5, 6.3, 6.2 and 6.4 will be addressed together, then 6.1.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 11/14/2023

Director Wong moved to approve the Board Executive Compensation Committee of November 14, 2023, seconded by Director Brown.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.5 President and CEO Succession Planning and Engagement of Executive Recruitment Agency

Lucy Wright, Recruiter introduced two recruiting firms: WittKieffer and Korn Ferry. Ms. Wright recommends WittKieffer based on their capabilities, cost, and recent work with Critical Access Hospital and Health Systems of our size.

After discussions at the Retreat, Directors Chamblin and Barnett were interested in assisting with selecting the recruiting firm. Consensus was that Ms. Wright would utilize them as a sub-committee for the search firm.

Both of these firms are talented at building a candidate profile, while WittKeiffer works more with CAHs and Korn Ferry has more extensive knowledge on building compensation profiles.

Both firms work on the upfront compensation model, broken into thirds.

Discussion was held regarding timelines and planning. CHRO will work with EA to schedule meeting with CHRO, Recruiter and two Board Members on selecting recruitment firm.

After the search firm is selected two board members will be selected to build the candidate profile.

Lucy Wright, Recruiter departed the meeting at 10:21am

6.3 Fiscal Year 2024 President & CEO Incentive Compensation

As of March 2024 Financial Statements the Health System is meeting the Financial Goal.

As of 12/31/2023 Total Patient Satisfaction Score was 95.46. On second 10% target to reduce primary care and specialty care Third Next Available appointment we are making improvements.

Per VP Provider Services, all else being equal for an established patient 6 months ago in primary care we were at 39 days and have improved to 15 days. For specialty care we were at 32 days and have improved to 12 days. For primary care new patients we have improved from 42 days to 18 days.

The Vizient project has made a huge improvement on patient access in this area.

Quality's custom core bundle is set at 98.2%. At last count we were below the percentage, but we still have two more quarters of data.

Growth – Fix (typos in the attachment), should read “The Growth criteria was set to meet or exceed 116,795 office visits” Target has been met.

People – unknown until the end of July.

6.4 Fiscal Year 2025 President & CEO Incentive Compensation & 6.2 Draft Winning Aspirations & Goals

Director Brown suggested where possible to utilize the Vizient 1 year goal to maintain consistency.

Service – Continue to hold the 95% or higher patient satisfaction scores

People – Improve Physician Alignment score from the 2024 Press Ganey baseline by 5%. CHRO Reviewed the Press Ganey Alignment and Engagement definitions.

Director Brown for the Finance metric, questioned if there is any reason we cannot use the Cash on Hand number vs. Meeting the Budget? CFO replied it is not unreasonable, and yes we can use Cash on Hand as the target. To align with the Draft Winning Aspirations & Goals “1 Year Maintain day's cash on hand from actual level of June 30, 2024” the CFO has to make assumptions and estimates pre audit because she needs to finalize the FY 25 budget pre-audit, so we would be setting a target before final numbers. CEO – agrees that that this is a good change.

Quality – reviewed the standard work bundles for quality. Several of the work bundles are new measurements for the Health System to track. Directionally this is a new tract for the Health System to take.

Community – There are 15 Community Health Initiatives that we would like to improve from 3 out of 15 met to 5 out of 15 met. COO reviewed the Community Health Index. This is something that we will need to work with our community stakeholders. COO advised that improving on 2 may be challenging but is aligned with the CEO Goals.

Philosophical discussion on the percentage Weights on Goals was held. Current percentages are: Finance 50%, Service 20%, Quality 20%, Community 5%, People 5%

Directors Wong and Brown both agree that last year the People was 15% and lowered to 5%, seems like it is going in the wrong direction. Agree to maneuver numbers to increase People and Community.

PROPOSED

Finance 40%, Service 15%, Quality 15%, Community 15%, People 15%

Discussion was held regarding the pros and cons on shifting the weights on categories.

Consensus was to change to Proposed percentage weighting.

6.1 Committee Charter (addressed last)

Purpose: Remains unchanged.

Responsibilities: Update the Foundations of Excellence to the Winning Aspirations.

Duties:

Update #3 to include a document for goals, using a standardized evaluation tool and linking the goals and evaluation.

Remove #8 from Charter.

Review changes and recommend updated Committee Charter be adopted at June Board of Directors Meeting.

7. REVIEW FOLLOW UP ITEMS / BOARD MEETING RECOMMENDATIONS

7.1. Executive Recruitment Agency Sub-Committee Meeting w/ CHRO and Recruiter

7.2. Draft Revised Committee Charter

8. NEXT MEETING DATE

8.1. Set next Board Executive Compensation Committee Meeting during the week of 6/10 – 6/14/2024

9. ADJOURN

Meeting adjourned at 11:23 a.m.

DRAFT Proposed FY 25 INCENTIVE GOALS

Finance 40% weight:**

Cash on hand will meet or exceed the number of days on hand as of June 30, 2024. Enter # __

Service 15% weight:**

Increase top- box composite Press Ganey patient satisfaction from 95.25% to 96%.

One Year Access Goal: Increase surgery volume by 1.08 or 8% (surgical procedures only) for Tahoe Forest Hospital, Incline Village Community Hospital, and Truckee Surgery Center.

Improve time lapse from date of call to date of appointment for established and new patients from x days to x days.

Quality 15% weight:**

Improve performance of CMS Standard Work Bundles from 0/8 process measures being the green zone to 4/8 process measures being in the green zone by June 30, 2025

(Standard Work Bundles 2024 Attached)

Community 15% weight:**

Improve from 3 out of 15 community health initiatives met to 5 out of 15 community health initiatives met by June 30, 2025.

People 15% weight:**

Improve Physician alignment score from 2024 Press Ganey baseline x 1.05 or 5% by the time of the following 2025 medical staff Press Ganey Survey.

**** (see Draft Winning Aspirations Attached)**

Tahoe Forest Hospital
Standard Work Bundles
2024

We have developed the following concurrent quality metric bundles:

1. OP-35: Emergency Visits after Outpatient Chemotherapy

- a. Stakeholders: Kelley Bottomley, Derek Baden
- b. Standard work items
 - i. Initial prevention
 - ii. Symptomatic patients during treatment
 - 1. Evaluations and referrals
- c. Numerator-Chemo patients with validated chemo teach
- d. Denominator-New start chemo patients
- e. **Goal = $\geq 92\%$**

2. HAI-6/C-Diff

- a. Stakeholders: Trent Foust, Nicole Becker
- b. Standard work items
 - i. Testing- call MD before
 - ii. Enteric contact precautions
 - iii. If C-Diff positive- PPE present, private room, hand hygiene observed
- c. Numerator-Patients with bundle items done
- d. Denominator- Patients with 3 or more loose stools in 24 hrs
- e. **Goal $\geq 90\%$**

3. Sep-1/Sepsis

- a. Stakeholders: Trent Foust, Nicole Becker, Ellie Cruz
- b. Standard work items
 - i. 3 hour bundle
 - ii. 6 hour bundle
- c. Numerator- Sepsis patients with 3 and 6 hour bundles verified
- d. Denominator- Sepsis admissions or new sepsis developed
- e. **Goal $\geq 90\%$**

4. Falls

- a. Stakeholders: Trent Foust, Nicole Becker
- b. Standard work items
 - i. Fall risk bundle in place
 - ii. Ambulation status posted (ICU/MS)
- c. Numerator- High fall risk patients with all bundles in place
- d. Denominator- Fall risk patients reviewed
- e. **Goal $\geq 90\%$**

5. SSI

- a. Stakeholders: Calley Corr, Kate Cooper
- b. Standard work items

Tahoe Forest Hospital
Standard Work Bundles
2024

- i. Pre-op hair removal
 - ii. CHG Pre-op
 - iii. Nasal Decolonization
 - iv. Oral Decolonization
 - v. Vanco MRSA Positive only
 - vi. Normo-thermia pre-op
 - c. Numerator- TJR patients with all bundles
 - d. Denominator- Elective TJR patients
 - e. **Goal $\geq 90\%$**
- 6. OP-10: Abdomen CT Use of Contrast**
 - a. Stakeholders: Sadie Wangler, Shayna Vosburgh
 - b. Standard work items
 - i. Exclusion diagnosis present
 - ii. Verified with Provider correct order
 - c. Numerator- Appropriate combined abdomen CT orders
 - d. Denominator- Combined abdomen CT orders
 - e. **Goal $\geq 90\%$**
- 7. Total Joint Replacements**
 - a. Stakeholders: Danielle Moran, TBD
 - b. Standard work items
 - i. Medical and social clearance
 - ii. Patient education
 - iii. Monitoring/follow-up
 - 1. Sub-items within each category
 - c. Numerator- TJR patients with all bundles
 - d. Denominator- Elective TJR patients
 - e. **Goal $\geq 90\%$**
- 8. Hospital-Wide All Cause Unplanned Readmissions**
 - a. Stakeholders: Karyn Grow, Anna McGuire
 - b. Standard work items
 - i. TCM referral
 - ii. Follow-up with PCP within 14 days
 - c. Numerator- High risk discharges with bundle items
 - d. Denominator- High risk discharges, score ≥ 3
 - e. **Goal $\geq 90\%$**

Tahoe Forest Hospital
Standard Work Bundles
2024

The concurrent bundles are for internal tracking and not reportable to CMS. Previously we have tracked outcome measures, showing noncompliance with the quality metric. The concurrent bundle is being proactive to ensure compliance with the process measure to avoid a negative outcome. We are focused on standard work and adhering to it every time to ensure the best outcome for our patients. Tracking the bundles will be reported out in the form of a numerator (number of patients with quality metric bundle completed) and denominator (total number of patients being measured).

DRAFT Winning Aspirations & Goals

Community - Aspire to be an integrated partner in an exceptionally healthy and thriving community.

- 5 Year – Achieve 10 Healthy People 2023 Targets from the Community Health Index
 - One Year – Increase from 3 Community Health Index (2030 CHI) targets met to 5 targets met

Service- Aspire to deliver a timely, outstanding patient and family experience

- 5 Year Improve primary service area PSA market share from 53% to 56%
 - Increase top- box composite Press Ganey patient satisfaction from 95.25% to 96%
 - One Year –
 - 2024 Fiscal year surgery volumes from x to 1.08x (surgical procedures only) (includes 2 hospitals + Truckee Surgery Center)
 - Improve 3rd next available appointment from x to y

Quality- Aspire to deliver the best possible outcomes for our patients

- 5 Year-Increase CMS star rating from 3 to 5
 - One Year- Improve performance of a select group of CMS Star Rating measures from 0/8 achieving the target to 4/8

People- Aspire for Highly engaged culture that inspires teamwork and joy

- 5 Year – Increase Medical staff engagement from 60th percentile to 75th percentile (Press Ganey) Increase staff (non-medical) engagement from 92nd percentile (Press Ganey)
 - One Year - Improve Physician alignment score from 2024 Press Ganey baseline x 1.05

Finance- Aspire for long-term financial strength

- 5 Year-Improve investment rating from BBB- to A-
 - 1 Year-Maintain day's cash on hand from actual level of June 30, 2024

Charter
Executive Compensation Committee
(formerly Personnel Committee)
Tahoe Forest Hospital District
Board of Directors

PURPOSE:

The purpose of the charter is to delineate the responsibilities and duties of the Executive Compensation Committee of the District's Board of Directors.

RESPONSIBILITIES:

The Executive Compensation Committee is responsible for assisting the Board in oversight of Chief Executive Officer (CEO) relations and the work done through the ~~Foundations of Excellence~~ Winning Aspirations.

DUTIES:

1. Oversee the identification and recruitment of the organization's CEO as directed by the Board of Directors.
2. Ensure an annual CEO performance evaluation process is in place.
3. In conjunction with the CEO, using a standardized evaluation tool, annually review and recommend modifications of the goals and objectives documents which will be used to evaluate the performance of the CEO.
4. Review annually the CEO's comprehensive compensation package, and make recommendations to the Board of Directors as necessary.
5. Review metrics annually for the CEO's Incentive Compensation Criteria and make recommendations to the Board of Directors as necessary.
6. Review annually the CEO's Employment Agreement, and make recommendations to the Board of Directors as necessary.
7. In conjunction with the CEO, review and evaluate annually the CEO position description to ensure its continued relevance. Recommend revisions to the Board of Directors as necessary.
- ~~8. Annually review the CEO Succession Plan and make recommendations to the Board.~~

COMPOSITION:

The Committee is comprised of at least two (2) board members appointed by the Board Chair.

MEETING FREQUENCY:

The Committee shall meet at least once annually and then on an as needed basis.

| Approved by Board of Directors on May 23, 2019