



TAHOE FOREST HOSPITAL DISTRICT

2024-09-05 Special Meeting of the Board of Directors

Thursday, September 5, 2024 at 5:00 p.m.

Tahoe Forest Hospital - Eskridge Conference Room

10121 Pine Avenue, Truckee, CA 96161



Meeting Book - 2024-09-05 Special Meeting of the Board of Directors

Special Meeting

AGENDA

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ITEMS 1-3: See Agenda

4. ITEMS FOR BOARD DISCUSSION

4.1. TFHS CEO Leadership Profile_Draft.pdf 4

5. ADJOURN



SPECIAL MEETING OF THE BOARD OF DIRECTORS

AGENDA

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10121 Pine Avenue, Truckee, CA 96161

1. **CALL TO ORDER**

2. **ROLL CALL**

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

4. **ITEMS FOR BOARD DISCUSSION**

4.1. Draft President & Chief Executive Officer Leadership Profile ATTACHMENT

The Board of Directors will take public comment on the WittKieffer Draft Leadership Profile for the President & Chief Executive Officer position.

**No action will be taken on this item.*

5. **ADJOURN**

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is September 19, 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.



President and Chief Executive Officer

Leadership Profile

August 2024

Prepared by Mark Andrew, Molly Solomon

DRAFT



WittKieffer

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The Opportunity

Tahoe Forest Health System seeks a relationship-oriented leader with a balance of operational and strategic expertise along with financial acumen and exceptional communication skills to serve as its next President and Chief Executive Officer. This is a unique opportunity to lead a high-quality healthcare system as it continues its success as an independent, integrated delivery system in the Lake Tahoe region of Northern California.

Tahoe Forest Health System (TFHS) is a vibrant health system based in Truckee, California. With two hospitals, a regional cancer center, 180 employed providers, a growing ambulatory footprint and over \$350 million in net revenues, TFHS has established itself as a key asset to the community and region offering a broad range of high-quality inpatient and outpatient services.

The CEO reports to the Board of Directors and is responsible for leading the entire organization to optimize the enterprise, motivate and inspire the medical staff and advanced practice providers, leadership team, and staff, reinforce TFHS's competitive position, and ensure the organization's future operational and strategic success as an independent health system. This individual must be naturally oriented to and personally invested in building trusting, cooperative relationships.

TFHS seeks a visionary and inspirational leader that can capitalize on a strong foundation of success while preparing the organization for the future. The CEO will have an excellent track record of building strong, collaborative physician relationships and organizational partnerships, combined with a performance-driven approach to operational and financial stewardship. The Board is seeking individuals with the ability to influence others to deliver exceptional patient care through inspiration, excellence, passion and data.

The CEO will need to embrace the rich history and culture of the organization, yet bring a fresh perspective to create a vision that builds on the successful legacy of Tahoe Forest Health System and energize the organization around a new vision. A CEO who possesses the vision to inspire change will be embraced at Tahoe Forest Health System. Given its independence, the organization is nimble and able to execute quickly on its aspirations.

The CEO will positively represent Tahoe Forest Health System internally to the medical staff and employees, and externally in the community and broader service area. Because of Tahoe Forest Health System's importance to the region as the key healthcare provider and valued community asset, the CEO role is one of prominence and visibility. This executive will be a sought-out resource on healthcare issues from a variety of political, civic and other leaders in the region. It is imperative that good relationships with those leaders be maintained and nurtured.

Organization Overview

Tahoe Forest Health System

Tahoe Forest Health System (TFHS) is a thriving, freestanding, not-for-profit health care system based in Truckee, California that has been providing core services to the communities it services for 75 years. The system strives to be the best rural healthcare organization in the nation and to continue to grow their respected, trusted brand across the numerous counties served. Today, the system is comprised of Tahoe Forest Hospital, Incline Village Community Hospital and the Gene Upshaw Memorial Tahoe Forest Cancer Center and enjoys a long history of exceptional clinical, operational and financial success.

Founded in 1949, the Joseph family created a legacy that would benefit the community for generations to follow. The community quickly rallied around the Joseph's donation of land for a new hospital, and by a vote of the general public, Tahoe Forest Hospital District was formed. Tahoe Forest Hospital District, dba Tahoe Forest Health System, continues to thrive under this heritage of philanthropy. Through continued generous community support, Tahoe Forest Health System is able to offer a wide variety of high-quality programs and services and has grown to be the second largest critical access health system in the nation. The District is governed by a Board of Directors, which consists of five members, each elected to four-year terms.

The health system has enjoyed strong financial performance for over a decade and last year exceeded \$300 million net revenue for the first time. The medical staff has grown to 180 members and provider visits have nearly tripled in recent years to approximately 148,000 last year. Continuing to meet the needs of the growing population and ensuring continued access to high quality care remains a top priority. In recent years, Tahoe Forest Health System (TFHS) has invested a significant amount in state-of-the-art equipment and expanded medical space and patient parking. Some of these include a long-term lease on an old "Rite-Aid" space to allow services such as Retail Pharmacy and Urgent Care, purchase of a new location in Tahoe City to expand primary care space, and the purchase and completion of construction of the Martis Outlook location to expand services. The system has recently recognized the need to implement a few critical programs to further support the community and patients such as the Cardiac Pacemaker, Defibrillator and Right Sided Heart Catheterization program, and the Telestroke/Teleneurology program, all of which have been successful with great outcomes for patients. The area served by TFHS is largely a tourist economy driven by numerous snow sports in the winter and a host of summer activities including hiking, biking and water activities on Lake Tahoe and Truckee River. On popular weekends and holiday periods, the hospital can expect to serve a population almost double that of the local residents.

Tahoe Forest Hospital (TFH) is a not-for-profit rural health care facility and designated critical access hospital with 25 acute care beds and 36 long-term care beds. TFH has a heliport onsite which allows helicopter ambulances to bring emergency patients to the hospital and offers 24-hour emergency care, an ambulatory surgery center, intensive care, orthopedics and sports medicine, a medical/surgical unit, women and family center, home health and hospice programs, a cancer center, long term care center, children's center, a health and sports performance center, as well as a variety of community health outreach programs. The service area covers six rural counties, two states and approximately 3,500 square miles, reaching the communities of Truckee, North Lake Tahoe,

Donner Summit, the Sierra Valley in California, and Incline Village in Nevada.



Incline Village Community Hospital is a 4-bed critical access hospital located in Incline, Nevada. As a vital resource of TFHS, the hospital offers 24-hour emergency care as well as laboratory, diagnostic and surgical capability, physical therapy services, and health clinics and serves North Lake Tahoe, Kings Beach, Crystal Bay and Incline Village.

The health system is a designated UC Davis Rural Center of Excellence, recognized for their commitment to providing top quality care and is also a proud affiliate of the UC Davis Comprehensive Cancer Center, a network that united five hospital-based Cancer Centers dedicated to providing exceptional cancer treatment in rural settings. The Gene Upshaw Memorial Tahoe Forest Cancer Center has the latest technology, and its mission is to provide the local community with a high level of cancer treatment and support programs not often found in rural settings.



Mission

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

Vision

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

Values

At Tahoe Forest Health System, we are committed to being a value-based organization. Our values guide our decisions, both at a system level, a department level and personal and individual levels.

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 and management of health 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

Winning Aspirations

COMMUNITY: Aspire to be an integrated partner in an exceptionally healthy and thriving community

SERVICE: Aspire to deliver a timely, outstanding patient and family experience

QUALITY: Aspire to deliver the best possible outcomes for our patients

PEOPLE: Aspire for a highly engaged culture that inspires teamwork and joy

FINANCE: Aspire for long-term financial strength

Awards and Recognitions

Listed below are a few of the awards and recognitions TFHS has received. For a full list, [click here](#).

- Successfully passed validation of all five domains in the BETA HEART Program for the fourth year in a row. TFHS is the only health system to achieve this recognition.
- Received the 2023 Women's Choice Award for Best Hospitals in Emergency Care, Obstetrics, and Patient Experience and this was the second consecutive year receiving this award.
- Named a Guardian of Excellence Award winner by Press Ganey for the fourth year in a row 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% over three consecutive years, earning the Press Ganey Human Experience Pinnacle of Excellence Award.
- Received the 2021 Truckee Resilience Award by the Truckee Chamber of Commerce for the critical role played throughout the COVID-19 pandemic.
- 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.
- 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.
- For the ninth year in a row, TFHS 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.
- Continued as a designated UC Davis Rural Center of Excellence by maintaining excellence in clinical care, education and training, and clinical research.
- Maintained its national Baby-Friendly designation.

For more information, [click here](#).

Tahoe Forest Health System Financial and Operating Statistics

Tahoe Forest Health System	Projected FY2024	Audited FY2023	Audited FY2022
Financial Data			
Revenues			
Net Patient Revenues	300,779,900	284,394,137	263,836,417
Other Revenues (Includes Interest Income, Property Taxes, Donations, Gain/(Loss) on Investments)	51,154,678	35,488,395	27,211,210
Total Operating Revenues	351,934,578	319,882,532	291,047,627
Expenses			
Salary & Benefit Costs	193,250,897	183,524,891	147,699,796
Supplies, Pro Fees & Other	94,534,433	88,095,868	91,337,589
Interest Expense	5,708,103	5,803,943	4,758,405
Depreciation & Amortization	20,297,971	19,769,540	15,363,540
Total Expenses	313,791,404	297,194,242	259,159,330
Net Income on Operations	38,143,174	22,688,290	31,888,297
Operating Data			
Operating Beds	29	29	29
Average Daily Census (Includes Swing)	13.61	14.12	16.11
Admissions (Includes Swing)	1,568	1,541	1,511
Patient Days (excludes Nursery/NICU)	4,980	5,155	5,965
Births	359	375	366
Total Catheterizations	456	425	356
Inpatient Surgeries	430	391	467
Outpatient Visits (non-ER)	326,729	311,592	386,478
Emergency Room Visits	18,466	19,831	17,477
ALOS – Medicare	3.11	3.62	3.94
ALOS – Hospital Wide Adults	3.18	3.35	3.95
Total FTEs	1,114.71	1,060.54	951.26
Case Mix Index, Adult	1.42749	1.43104	1.49660
FTEs/AOB	3.35	3.15	2.99
Other Data			
Payer Mix			
Medicare Traditional & Managed	39.54%	37.97%	37.07%
Medicaid Traditional & Managed	15.88%	14.56%	15.99%
Commercial/Managed Care	43.41%	45.68%	44.57%
Self-Pay	1.17%	1.79%	2.37%
Percentage IP Business (hospital)	14.22%	14.61%	18.42%
Percentage OP Business (hospital)	85.78%	85.39%	81.58%
Balance Sheet			
Long-Term Debt	114,310,976	120,372,850	126,869,433
Days Cash on Hand	213.60	192.90	234.20
Net Days in AR	68.50	59.90	63.40
Bond Rating	BBB+	BBB+	A-

Position Summary

The Chief Executive Officer of Tahoe Forest Health System provides leadership, strategic guidance and direction to fulfill the system's mission and vision in accordance with the overall policies established by the Board of Directors. The CEO ensures organizational integrity, the provision of high-quality care, efficient operations, financial strength, and the implementation of programs and services to meet the needs of the region and drive long-term vitality of TFHS.

The CEO will be a leader who is able to clearly and comfortably engage with medical staff, patients, staff, and the community. He/she will be expert at guiding and managing a high-performing leadership team, creating a culture of performance and accountability across the organization and establishing high-trust partnerships with key stakeholders to achieve results. The CEO will support and partner with physician leaders to promote strong medical staff inclusion and engagement with physicians and advanced practice providers. The CEO will serve as the "face" of TFHS to the community and will be actively engaged as a prominent public figure, responsible for community relations and engagement with community leaders.

It is expected all duties and responsibilities of the CEO will be performed in a manner that reflects the values of TFHS.

Reporting Relationships

The CEO will report directly to Tahoe Forest Hospital District Board of Directors.

Reporting to the CEO are the following direct reports:

- Chief Operating Officer
- Chief Financial Officer
- Chief Medical Officer
- Chief Human Resources Officer
- Chief Information & Innovation Officer
- Executive Director, Government & Business Development
- In-House Counsel
- Clerk of the Board
- Executive Assistant

Responsibilities

The successful President and Chief Executive Officer:

- Provides direction and leadership in the development of strategy, leveraging organizational strengths and relationships to execute on key operating/financial metrics and market growth.
- Assists, counsels, and advises the Board of Directors on the establishment of District policies; acts as agent of the Board in carrying out such policies.
- Recommends District policy positions regarding legislation, government, administrative operation and other matters of public policy as required.

- Assists the Board of Directors in effectively fulfilling their responsibilities by keeping the Board informed, on a monthly basis, of the operating results of the District; compares monthly operations to Board approved plans and budgets explaining variances that may arise.
- Complies with System policies and procedures and maintains a state of corporate compliance at all times.
- Seeks community input, and develops systems, to routinely assess the health and healthcare needs of the community, including, but not limited to the Community Health Needs Assessment.
- Promotes a data driven culture to drive such things as business intelligence, business analytics and cost accounting.
- Assists and advises the Board with respect to public District authority and changes in state statutory guidelines and requirements.
- Develops appropriate strategic and annual operating plans that document the long and short-term goals and objectives of the District.
- Pursues and supports the appraisals and development of new programs which could benefit the long-range success and survival of the District.
- Establishes methods which will foster the achievement of District goals and objectives and support the efficiency and effectiveness of all operations through proper communication and coordination.
- Coordinates all operations with the medical staff, its committee structure and its leadership; demonstrates a proactive and positive relationship with the medical staff.
- Ensures a consistency of purpose and mutuality of interest between the operations and bylaws of the medical staff and the policies and bylaws of the District.
- Develops and maintains Quality Improvement and Process Improvement programs designed to enhance quality and customer satisfaction.
- Establishes operating policies and procedures for all departments, delegating specific responsibility for documentation, monitoring, compliance, and reporting or results to subordinates, as required.
- Establishes and maintains a comprehensive budgeting program for the District. This program includes an appropriate consideration of operational, financial and statistical information needed to efficiently and effectively control all District operations.
- Generates sufficient net income to meet established financial goals.
- Develops strong marketing and public relations programs.
- Ensures the competitive viability and continuance of the hospital marketing plan in the marketplace.
- Encourages the development of services which promote District growth and expanded potential constituencies.
- Ensures the coordination of Auxiliary and Foundation bylaws and operations with the bylaws and operations of the District.
- Establishes a proper, consistent image of the District and its operations.
- Represents the District to a variety of individuals, community groups, and health industry organizations.

- Maintains active professional contacts through local, state and national associations in order to effectively network, as required.
- Participates in outside programs and community affairs in order to represent the District, as appropriate.
- Demonstrates the ability to effectively represent the District at national, state and local meetings, conferences and conventions, as required.
- Remains current with national and local issues affecting District administration and their potential impact on the District; serves as a well-informed advisor to the Board of Directors.
- Demonstrates system values in performance and behavior.

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Goals and Objectives

The CEO will be expected to accomplish several key objectives within the first eighteen months of employment. The following goals represent some of those goals but are not listed in order of priority.

- Establish personal and professional credibility with the Board, medical staff, leadership team, staff, and the community based on trust, collaboration, transparency and mutual support; he/she is viewed as highly engaged, effective, and visible.
- Demonstrate the ability to communicate, collaborate and connect with people in a genuine and honest way as well as the ability to identify and effectively resolve conflict. Establish a reputation of being regularly present, visible and engaged within the organization and external forums.
- Establish rapport and trusting relationships with the medical staff and foster a spirit of inclusion and partnership so all parties work together to provide the highest-quality, cost-effective care. Enhance medical staff satisfaction and engagement by being highly visible, communicating openly with them, addressing concerns, and validating their contributions to the organization.
- In consultation with the medical staff, evaluate and recommend to the Board an organizational structure to achieve greater alignment between clinical and administrative leadership for improved decision-making.
- Advance a culture that places patient safety and quality as the highest priority, placing the needs of the patient and community at the center of all decisions and serves as a clear market differentiator.
- Advance the organization's ability to provide consistently safe, reliable, and high-quality patient care to all members of the community.
- Demonstrate significant focus and effective leadership around TFHS's culture and workforce initiatives to retain employees despite a dynamic labor market. Identify and implement strategies to address provider and nursing shortages. To enhance employee engagement, prioritize the development of robust human resource strategies focused on attraction, retention, compensation and recognition, and career development of employees.
- Anticipate the dynamic competitive environment emerging in the region and leverage strong operational and financial skills to implement and enhance operational, care delivery and financial models moving forward.
- Maintain organizational independence while forming alliances with regional and local partners to protect and advance the mission and vision of TFHS.
- Coordinate efforts with other community organizations to assist in the development and implementation of plans to address workforce housing deficits.
- Support and develop the organization's philanthropy programs. Serve as a resource and supporter to the TFHS Foundation and IVCH Foundation to identify philanthropic causes, represent the organization to potential donors and effectively steward existing donors in the community.

Candidate Qualifications

The ideal candidate for the President and Chief Executive Officer position will possess the following qualifications, experience, and personal characteristics.

Education/Certification

- An advanced graduate degree (MBA, MHA, JD, MD, DO or equivalent) is required.

Experience, Knowledge and Skills

- Significant and progressive senior leadership experience, some of which is in a complex, multi-faceted healthcare delivery system. Extensive knowledge of healthcare delivery systems in competitive markets.
- Demonstrated success in developing trusting medical staff relationships, engaging medical staff leaders in future plans and collaborating on clinical quality, service and program growth; must have worked with a sophisticated medical staff and be creative in establishing partnerships with providers.
- Able to represent Tahoe Forest Health System positively at all times as an individual of unquestioned personal and professional integrity. Possesses an open, visible, accessible and cooperative management style, able to interact in an authentic way at all levels of the organization and community.
- Demonstrates excellent communication skills, including the ability to articulate the vision, mission and values of the organization; outstanding written, oral and presentation skills are required.
- Extensive experience in developing and implementing effective operational, clinical quality and financial systems and controls. Demonstrated executive team performance and accountability.
- Strategic orientation with a broad view of emerging healthcare issues, health system models, and regional/national trends impacting communities and the country as a whole. Will possess a thorough understanding of system strategy, operations, technology and ability to implement best practices.
- Exhibits strong interpersonal skills, able to lead people and have them rally behind their ideas, and maintain high staff morale.
- Experience with community collaborations and partnerships to improve the overall health of the community.
- Has a facilitative personality and the ability to lead the organization through complex and continuous change with strong change-management skills.
- Articulates and advances a leadership practice of holding themselves and others in leadership positions accountable for achieving system and personal goals as well as the ability to effectively resolve conflict.
- Preferably has knowledge and/or experience with a collaborative model of leadership as seen in the dyad model.
- A demonstrated history of engaged and productive board relationships.
- Comfortable and experienced with active fundraising and engaging with donors in support of an organization's strategic imperatives.
- Demonstrated experience leading organizational change during periods of rapid growth.
- Skilled at building a data driven organization to drive such things as business intelligence, business analytics and effective cost accounting.

- Demonstrated experience launching large scale community health initiatives with measurable impact on the overall health of the community.

Leadership Attributes

- Inspires trust and confidence, is transparent with unquestioned integrity. Humble, yet confident, genuine and trustworthy. Leads by example and walks the talk; demonstrates outstanding character and personifies the values of TFHS both within and outside the organization.
- Cultivates positive employee and medical staff engagement and performance.
- Visionary leader with a passion to look “beyond the walls” of the hospital and redefine the ways in which TFHS engages individuals and the community about their health and healthcare.
- Decisive and results oriented, has highly-developed conflict resolution skills.
- Visible, accessible and approachable. A collaborator who is able to relate effectively with all levels of staff and stakeholders. Will be responsive, fulfills commitments and is calm under pressure.
- Fair, compassionate and open minded. Employs a positive, upbeat approach and is an advocate for accountability within the organization.
- Communicates with respect, regularly practices and appreciates the value of good listening skills, influences others and is open to influence. Strong public speaking ability as well as one-on-one communication skills.
- Energetic, upbeat personality, passionate about the mission of the organization. Appreciates the history and tradition of TFHS yet is continually looking for ways to innovate and lead into the future.
- Delegates effectively.
- Demonstrates self-awareness, is open to feedback, and strives to grow as a leader.
- Approaches work with a curious mind and works collaboratively instead of making decisions in a silo without the benefit of input from subject matter experts.
- Leadership style that respects, engages, and seeks input from individuals across all levels of the organization.

The Community

Truckee, California

Nestled in the Sierra Nevada mountains of Northern California, Truckee is a beautiful four-season town that has grown considerably over the last 20 years. Located approximately 35 minutes from Reno, Nevada, Truckee is



easily accessible for travel in and out, and the town combines the advantages of a rural environment with small town friendliness with metropolitan offerings available nearby in Reno and Sacramento. Truckee is a great community for all ages with nearly unlimited opportunities available in the area year-round.

Known for its colorful history, beautiful scenery and world-class adventure, Truckee is surrounded by the Truckee River, beautiful mountains with winter sports, numerous lakes, hiking and biking trails, and plenty of restaurants and dining. There are strong schools from kindergarten through college. Truckee has a population of approximately 16,000 people and as a world class resort destination, their

economy is primary based on tourism and recreational activities.

Within the District's boundaries are well established summer and winter resort areas, which include the northwest quadrant of Lake Tahoe and several winter ski resorts. Summer recreation areas around Lake Tahoe include the shoreline communities of Tahoe City, Kings Beach, Tahoe Vista, Crystal Bay, Tahoe Pines, Carnelian Bay, Incline Village and Homewood. Incline Village is widely considered one of the best places to live in Lake Tahoe.

Everything about area is glamorous from the houses, the views, and the community. Rated as one of the most expensive neighborhoods in the United States, Incline Village has activities and community events year-round for everyone. Other summer recreation areas are located at and around Donner Lake, Prosser Reservoir and Boca Reservoir near the Town of Truckee. Winter ski areas include Palisade Tahoe, Alpine Meadows, Tahoe Donner, Northstar, Boreal Ridge, Soda Springs, Sugar Bowl, Homewood Mountain Resort and Mount Rose, among others. Cities and communities located within the District boundaries include, in addition to the Town of Truckee, to the west, Norden, Soda Springs, Cisco Grove, and Emigrant Gap and to the southeast along the Lake Tahoe shoreline, Crystal Bay, Kings Beach, Tahoe Vista, Carnelian Bay, Tahoe City, Tahoe Pines, Homewood, Meeks Bay and Tahoma.



For more information, [click here](#).

Timeline

Potential interview dates for this position have been outlined as follows:

Paper presentation of qualified candidates to Search Committee: Week of October 21, 2024

Round One interview dates: Week of November 11th

Round Two interview dates: Week of December 9th

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

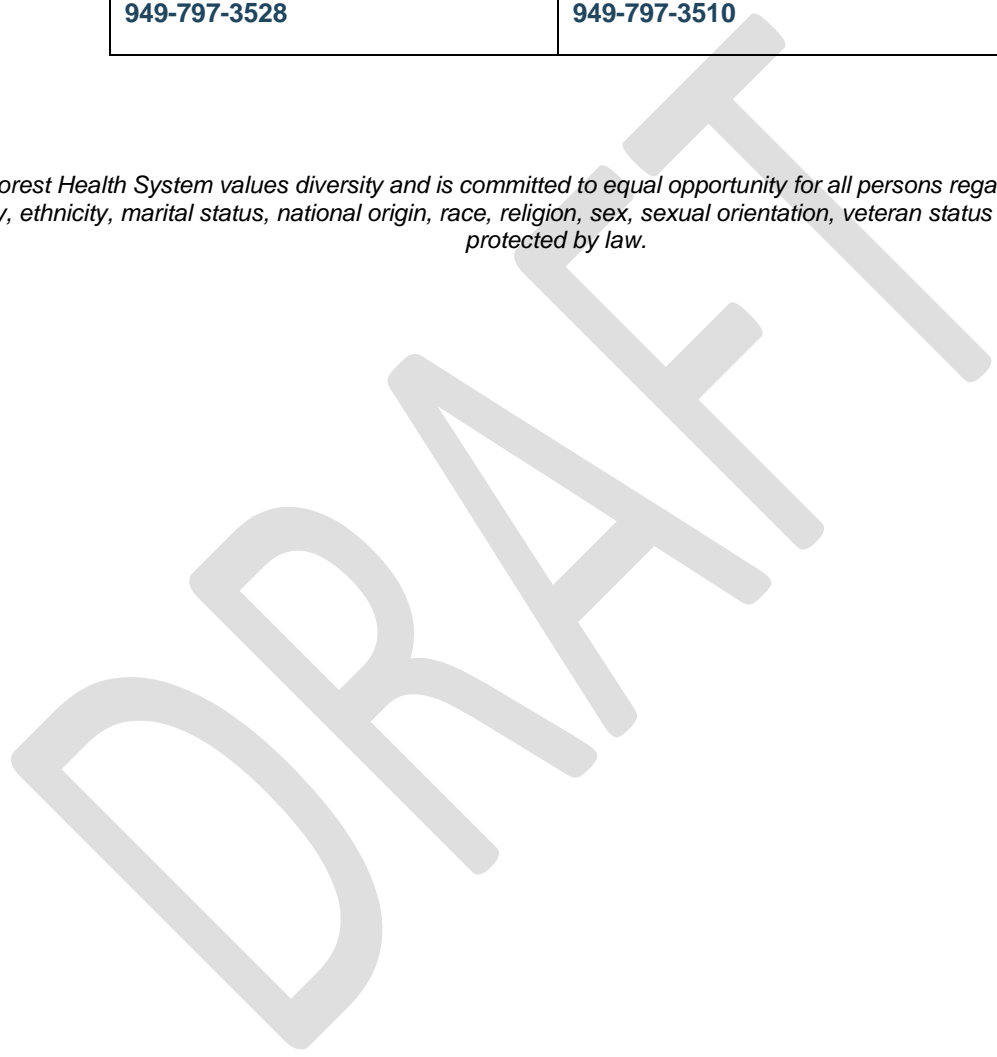
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Procedure for Candidacy

Please direct all applications, nominations and inquiries to Mark Andrew and Molly Solomon, WittKieffer consultants assisting Tahoe Forest Health System with this recruitment, via email at msolomon@wittkieffer.com.

Mark Andrew Senior Partner 949-797-3528	Molly Solomon Senior Associate 949-797-3510
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Tahoe Forest Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.



The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Tahoe Forest Health System documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from Tahoe Forest Health System and/or are owned by Witt/Kieffer Inc. via Getty Images.

Appendix

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

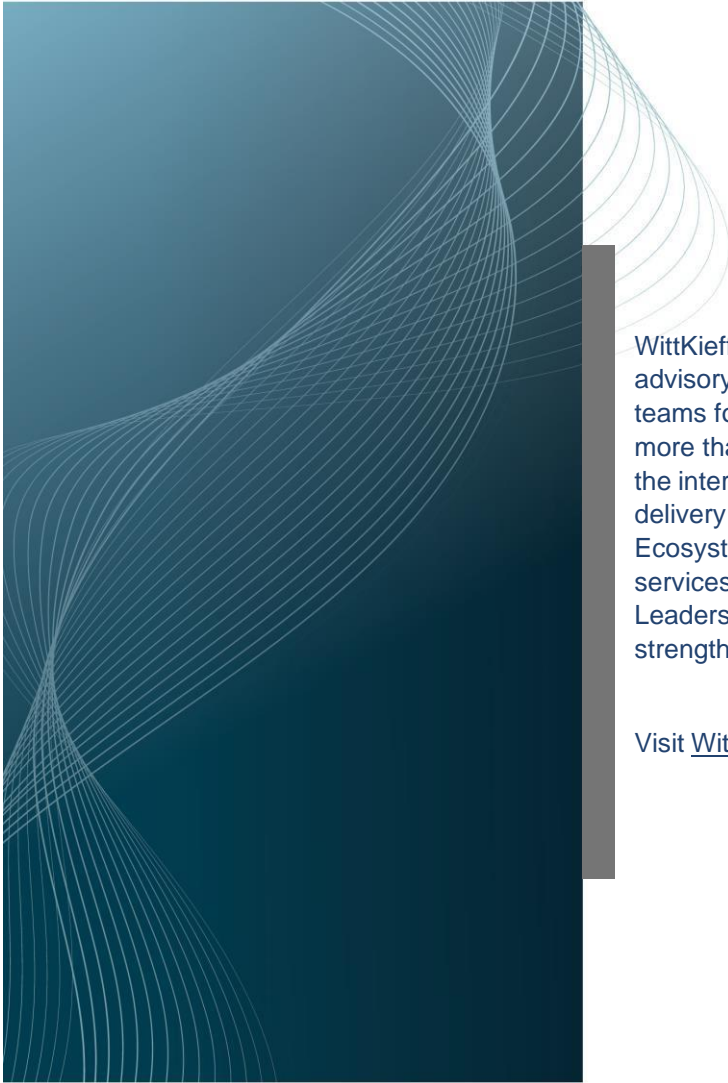
OUR VISION
To strive to be the health system of choice in our region and the best mountain health system in the nation

OUR VALUES
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

WINNING ASPIRATIONS

- COMMUNITY**
Aspire to be an integrated partner in an exceptionally healthy and thriving community
- SERVICE**
Aspire to deliver a timely, outstanding patient and family experience
- QUALITY**
Aspire to deliver the best possible outcomes for our patients
- PEOPLE**
Aspire for a highly engaged culture that inspires teamwork and joy
- FINANCE**
Aspire for long-term financial strength

 **TAHOE FOREST HEALTH SYSTEM**



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.

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