



Fiscal Year 2019 Accomplishments

Welcome

This year is the 70th year for Tahoe Forest Health System to celebrate the honor and privilege in providing innovative and ever improving healthcare services to our region!

The following pages of accomplishments through June 30, 2019 are only a small portion of the many accomplishments by an amazing team here at TFHS.

The improvements in Quality, Service, People, Finance and Growth in fiscal year 2019 and the last four years are almost unequalled in the healthcare industry! This team success would not be possible without an amazing, 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 healthcare needs.

With Warmest Regards,





Tahoe Forest Health System

Organizational Excellence Model



OUR VISION

To serve our region by striving to be the best mountain health system in the nation



OUR MISSION

We exist to make a difference in the health of our communities through excellence and compassion in all we do



VALUES – We believe in

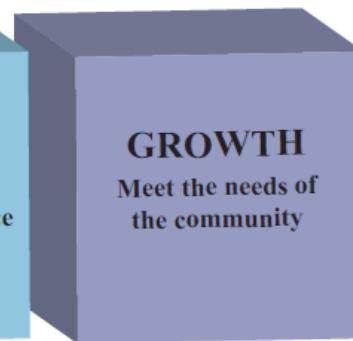
QUALITY holding ourselves to the highest standards and having personal integrity in all we do

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

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

STEWARDSHIP being a community steward in the care, handling and responsible management of resources while providing quality healthcare

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



Foundations of Excellence

A photograph of a male doctor in a hospital room. He is wearing a blue short-sleeved button-down shirt and tan pants, with a stethoscope around his neck. He is standing next to a hospital bed with a white sheet. In the background, there is medical equipment, including a monitor and a stand. The word "QUALITY" is overlaid in large black letters across the center of the image.

QUALITY

Quality – Recognition

- For the fifth year in a row, Tahoe Forest Hospital (TFH) was named in Becker’s Hospital Review’s list of “Critical Access Hospitals to Know” in the United States. This list features hospitals who demonstrate *Excellence in Caring for Their Communities*.
- Gene Upshaw Memorial Tahoe Forest Cancer Center earns National Accreditation with Commendation from the Commission on Cancer of the American College of Surgeons.
- Member of CancerLinQ and designated as a test site for electronic certification for Quality Oncology Practice initiative.
- Continued as a designated UC Davis Rural Center of Excellence by maintaining excellence in clinical care, education and training, and clinical research.



Quality – Recognition

- Tahoe Forest Hospital District (TFHD) recognized by *U.S. News and World Report* as a High-Performing Hospital for Hip Replacements.
- TFHD recognized by the American Heart Association and Laerdal Medical for its dedication to maintaining high-quality CPR.
- TFHD had a successful unannounced General Acute Care Hospital Relicensing Survey (GACHLRS). The purpose of the survey was to promote quality of care in hospitals and verify compliance with state regulations and statutes.
- IVCH Laboratory Department had a successful College of American Pathologists (CAP) Accreditation survey.
- TFH Laboratory Department had a successful College of American Pathologists (CAP) Accreditation survey.



Quality

- TFHS obtained Five Star recognition from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) during FY19. Center for Medicare and Medicaid Services (CMS) summary star rating scores hospitals on a one-to-five-star scale based on 11 publicly reported measures in HCAHPS survey, which assesses patient experiences.
- National comparative quality metrics show improvement in FY19.
 - The Inpatient (IP) Core Measure Rollup includes results for Immunization, Perinatal Care, Stroke Care, Venous Thromboemboli Care, Sepsis Bundle, and Myocardial Infarction.

Priority	Hospital	Metric	FY 2017	FY 2018	FY 2019
1	TFH + IVCH	Class I Infections	0.82%	1.07%	0.48%
2	TFH + IVCH	Emergency Department Transfer Communication	33.33%	38.30%	84.27%
3	TFH + IVCH	Sepsis	62.16%	76.00%	80.00%
4	TFH + IVCH	Median Time to ECG	---	25.5 Minutes	12 Minutes
5	TFH	Hospital Acquired C. Diff.	2.997	1.618	1.255
8	TFH + IVCH	IP Core Measure Rollup	94.16%	95.26%	96.48%

Quality – Patient Safety

- Tahoe Forest Health System (TFHS) participated in its second year in the BETA HEART (healing, empathy, accountability, resolution, trust) Program which promotes organization-wide culture change and instills trust, that results in improved partnerships with patients, patients' families and caregivers. Its goal is to introduce a holistic approach to reducing harm in health program.
- As part of the BETA HEART program, a group of staff representing executive leadership, nursing and physicians attended specialized training, including disclosure training.
- TFHD successfully passed validation of the Culture of Safety domain, resulting in a 2% decrease in liability premiums.



FY19 Accomplishments



Quality – Patient Safety

- TFHS participated in the SCOR Culture of Safety Survey improving from a response rate of 63% in year one to 83% in year two. The survey was available to all staff and physicians. It measures attitudes related to the culture of safety throughout our organization, providing a snapshot of the overall safety culture in a given work area. The percent of positive answers in all domains of the survey improved from year one.
- High Reliability Organization (HRO) multidisciplinary team established with ongoing education across the Health System.
- Daily safety huddles were reformatted to identify risks (high reliability principles), areas of vulnerability, and plans for improvement.

Quality - Orthopedic Services

- For the fourth 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*.
- American Orthopaedic Association's Own the Bone® program addresses the emerging epidemic of osteoporosis-related fragility fractures and uses a clinically-proven, web-based patient registry and 10 prevention measures to accomplish its goals.

AMERICAN ORTHOPAEDIC ASSOCIATION



Providers & patients united for improved care.

Quality - Perinatal

- TFH received the 2019 Women's Choice Award® as One of America's Best Hospitals for Obstetrics. TFH is one of eight hospitals that received recognition as Obstetric Centers of Excellence in the Western United States and one of 27 in the nation. This is the fifth time TFH has been awarded the Women's Choice Award.
- TFH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in OB. This is the eighth year in a row meeting 100% Tier 1 and Tier 2 requirements. Participation includes both nursing and medical staff. This recognition is for the commitment to deliver optimal perinatal care and strive to reach zero preventable harm. BETA is a provider of professional liability and risk management services. This award also results in premium credits for the District.



Quality – Perinatal

- TFHD received the 2018 Smart Care California achievement award for achieving the Healthy People 2020 target for low-risk first-birth Cesarean sections.
- TFH maintained its national *Baby-Friendly* designation.
- A new donor milk program was implemented in the Joseph Family Center for Women and Newborn Care. Pasteurized human donor milk is obtained through a milk bank certified by the Human Milk Banking Association of North America (HMBANA). This provides human milk for babies with a medical need for supplementation.



Quality - Emergency Department

- IVCH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in Emergency Department. This is the sixth year in a row meeting Tier 1 requirements. This recognition is for the commitment to strive to eliminate preventable harm to those in need of emergent care.
- TFH achieved recognition for BETA Healthcare Group's Quest for Zero: Excellence in Emergency Department. This is the eighth year in a row meeting Tier 1 requirements. This recognition is for the commitment to strive to eliminate preventable harm to those in need of emergent care.
- TFH Level III Trauma Center initiative is in progress with anticipated designation in December 2020.

Quality – Extended Care Center

- Process Improvement team initiated to decrease antipsychotic medications prescribed to residents. The team was successful in reducing antipsychotic prescribed medication by 50%.
- Measurable performance improvement initiative to decrease residents visits to Emergency Department. Initiative decreased Emergency Department visits by 66%.
- Achieved 5 Star CMS rating in 2019 Nursing Home Compare.



Nursing Home Compare Five-Star Ratings of Nursing Homes

Quality – Intensive Cardiac Rehab

- A new Intensive Cardiac Rehabilitation (ICR) program was implemented in FY19. This program increases the amount of sessions in cardiac rehabilitation to decrease cardio vascular disease and increase wellness. Program includes medically supervised exercise, comprehensive education on a healthy mindset, nutrition and cooking classes.
- The new ICR program has demonstrated over 200% growth in the first five months of operation.

Quality – Community Health

- Prevention & Wellness programs reached 12,232 community members at 1,968 targeted events. Highlights included:
 - HPV immunization rate for females (13-15 year olds) increased from 65.2% in 3rd Quarter 2018 to 76.6% in 3rd Quarter 2019.
 - 11 dental screening events reaching 1,254 children.
 - 48 community blood pressure and blood glucose screening events reaching 683 people.
- Chronic Disease Wellness Program reached 548 community members at 68 targeted events. Highlights included:
 - *Prevent T2*, a diabetes prevention program, achieved CDC preliminary recognition and has maintained an 81% retention rate for all participants.
 - Increased participation in self-management classes from 58 in FY18 to 184 in FY19.



wellnessneighborhood

A Service of Tahoe Forest Health System



Quality – Community Health

- Substance Misuse
 - 598 community members reached at 27 targeted events.
 - Launched a new Alcohol Awareness Campaign and Challenge based on increasing incidence of binge drinking identified in Community Health Needs Assessment.
 - 7000 people reached via social media campaign
 - 57 people participated in alcohol awareness challenge
 - Provided alcohol-free beverage tasting at Best of Tahoe Chefs
- Mental/Behavioral Health
 - 1,345 community members reached at 49 targeted events
 - Initiated the new *Your Authentic Wellness* program – reached 104 participants over 9 sessions
 - 199 referrals to Youth Health Navigation (70% for mental/behavioral health concerns)

Quality – Behavioral Health

- Integration of Behavioral Health into Primary Care developed and implemented to increase early identification of mental health needs and access to behavioral health.
- Received a \$600,000 grant from Health Resource and Service Administration to be distributed over three years to support the Behavioral Health Program.
- Implemented the Medication Assisted Treatment (MAT) Program to reduce Substance Use Disorders. This program is part of a national initiative to address the opioid crisis in America.

Quality – PRIME Program

- For the fourth year in a row, TFHS completed the Public Hospital Redesign & Incentives in Medi-Cal (PRIME) program.
- All criteria for year four were met and we exceeded financial benefit of the programs in the intergovernmental match.
 - Million Hearts initiative aligns national cardiovascular disease prevention efforts around a select set of evidence-based public health and clinical goals and strategies, including cardiovascular health and wellness.
 - Chronic Non-Malignant Pain Management initiative focuses on substance use disorders and reduction of opioid usage.
- Expansion of PRIME initiatives to include Behavioral Health Integration.



Quality

- Our Environmental Stewardship Team focused on improving the Health System's recycling program. Accomplishments included 80% of cardboard is recycled, greater than 90% of paper is recycled, and 54% of trash is recycled.



SERVICE

Service - Patient Satisfaction

- Tahoe Forest Health System's "Creating the Perfect Care Experience" initiative continues to be a priority. The Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) remain at the high percentile possible:
 - 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.
- The overall Patient Satisfaction score for FY19 was 94.48, exceeding a goal of 93.76. Patient Satisfaction has increased year over year as the overall Patient Satisfaction score in FY18 was 94.11, FY17 was 93.84 and FY16 was 93.76.
- IVCH and Tahoe Forest Hospital Emergency Departments have both achieved the *Guardian of Excellence Award* from Press Ganey for reaching and sustaining patient experience scores at or above the 95% rank in the nation for one full year.



Service - Patient Satisfaction

- Perfect Patient Care Experience Task Force created for the Multi-Specialty Clinics (MSC). Task force is made up of MSC staff, Advance Practice Providers, management and representatives from the Access Center, Lab and Cancer Center.
- MSC Patient Satisfaction Percentile Rank increased from 60% in the first quarter to 76% in the fourth quarter. This was accomplished with the ongoing commitment of the Perfect Patient Care Experience Task Force.
- Celebrated our fifth year with Patient and Family Advisory Council (PFAC) volunteers. Ten volunteers have been actively engaged in operational suggestions to improve Health System processes and the experience of our patients and visitors.
 - Participated in a national CMS training video to educate hospitals across America on the benefits of Patient and Family Advisory Councils.

PEOPLE



People

- TFHS received the 2019 Greater Reno-Tahoe Best Places to Work Award in the Extra Large Business category.



FY19 Accomplishments



People

- With the addition of new services and programs, TFHS grew to 948 employees and 175 Volunteers/Auxiliary.
- Over 223 new employees were recruited and on-boarded in FY19.
- The Human Resources department converted and on-boarded 18 Physicians to employment beginning May 1, 2019.
- All employment records were converted to electronic recordkeeping. This change has improved efficiencies in the department.
- Successfully negotiated union contracts for the Employees' Association of Professionals and Employees' Association. Contract negotiations were complete prior to the contract end date.

People

- Communication efforts were increased throughout the Health System:
 - 575 employees and physicians attended 19 Town Hall sessions focused on culture.
 - Refined and continued Weekly Bulletins to provide all of our staff with relevant and up-to-date information.
 - Created new communication channel called “Team Feedback” with a new phone app (Likemoji), allowing employees to instantly rate how we are doing, as well as ask questions and get immediate responses and answers.
 - Created a “Values Advocacy Committee” made up of 20 employees helping with communication, transparency, and engagement throughout the District.

People

- Employee engagement was increased through a number of successful events including a Hospital Week BBQ with added “Spirit” week activities, Annual Picnic, Night Out at the Aces, and Holiday Party, Root Beer Float day, and even surprise popsicle breaks.
- Departments also participated in Pumpkin Carving, Uncle Sam hat decorating and Gingerbread House contests.



People - Education

- 813 employees attended Workplace Violence Prevention classes where they learned how to protect themselves if faced with violence.
- Created and deployed new Periodic Competency model for nursing staff.
- Streamlined and coordinated EPIC training classes for employees and physicians.
- Expanded the Nurse Unit Based Educator Program involving more departments and hours.
- Annual Competencies converted to electronic tracking improving efficiencies.
- Increased offerings for Lunch and Learn sessions on a variety of topics and speakers.

People - Education

- The Tahoe Forest Leadership Institute, in partnership with University of Nevada, Reno, continued and several leadership staff received their Management Certification.
- The Resuscitation Quality Improvement program continued and was featured in an American Heart Association case study article highlighting our success as an “early adopter” of the program.
- Expanded the Winter Injury Learning Sessions provided to EMS providers, ski patrollers, search and rescue personnel and hospital staff to include case review sessions which proved to be a valuable collaborative learning environment.

People - Medical Staff

- Tahoe Forest Health System has grown its Medical Staff provider team to 170 in fiscal year 2019, up from 115 in fiscal year 2015.
- TFHS hosted 8 Physician Assistant students and 23 medical students in the areas of Orthopedics, Family Medicine, General Surgery, Emergency Medicine, Pediatrics, Radiology and Clinical Psychology.
- TFHS hosted 24 Continuing Medical Education (CME) events for providers, up from 10 in FY18.

A close-up, slightly blurred photograph of a person's hands working at a desk. The right hand is holding a pen over a calculator, while the left hand is on a computer mouse. The desk is cluttered with various items, including a pair of glasses and a small potted plant. The overall scene is brightly lit, suggesting a sunny day. The word "FINANCE" is overlaid in the center of the image.

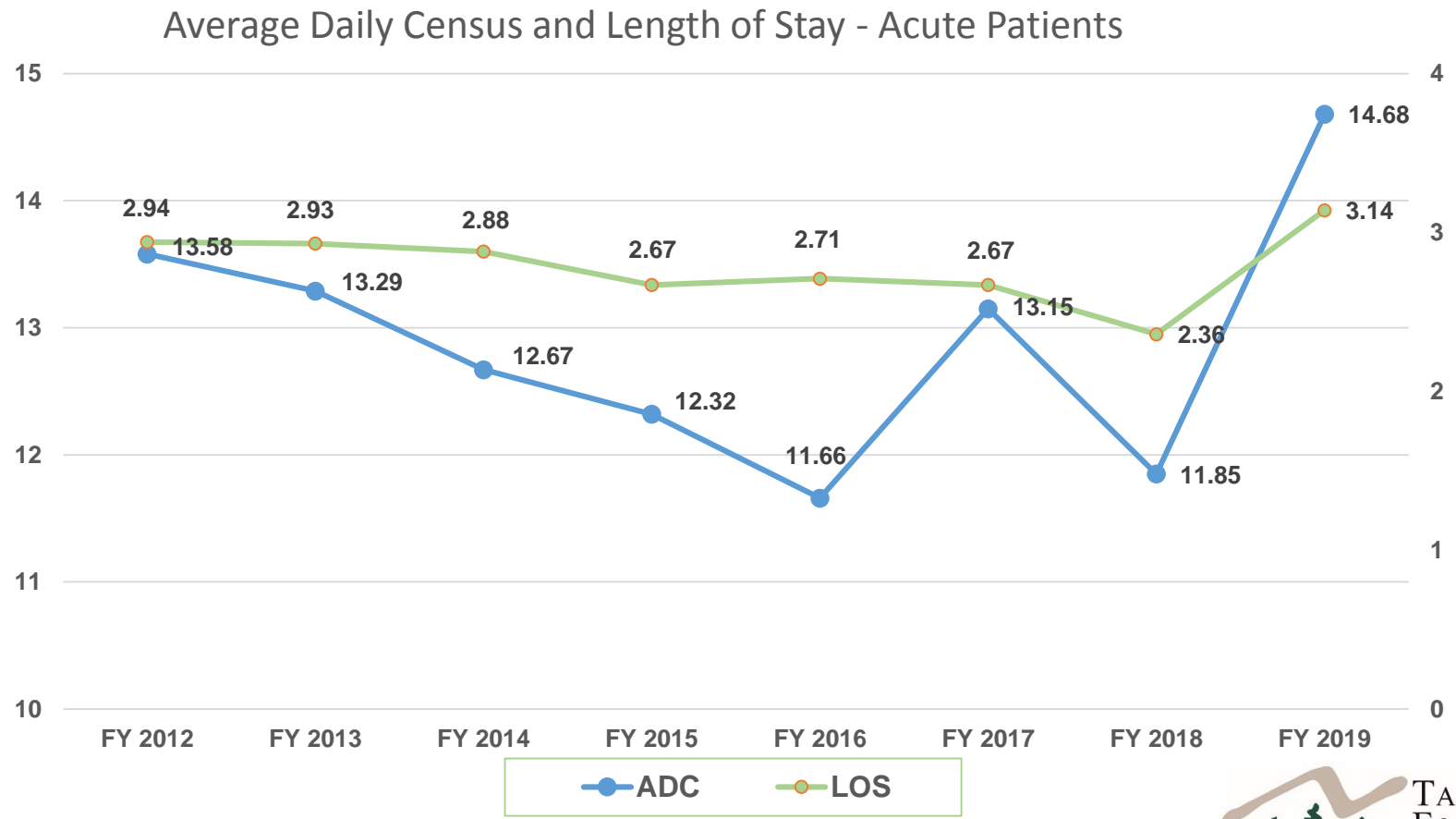
FINANCE

Finance

- Financial Customer Service Program was implemented in November 2018 to assist patients.
- New positions were created that required mandatory training for staff in areas such as hospital billing, revenue cycle and customer service.
- A single phone number was created with extended hours of operation.
- External communication through local Rotary and Chamber of Commerce presentations, *Mountain Health Today* television show, social media, print advertisements, brochures, etc.



Finance

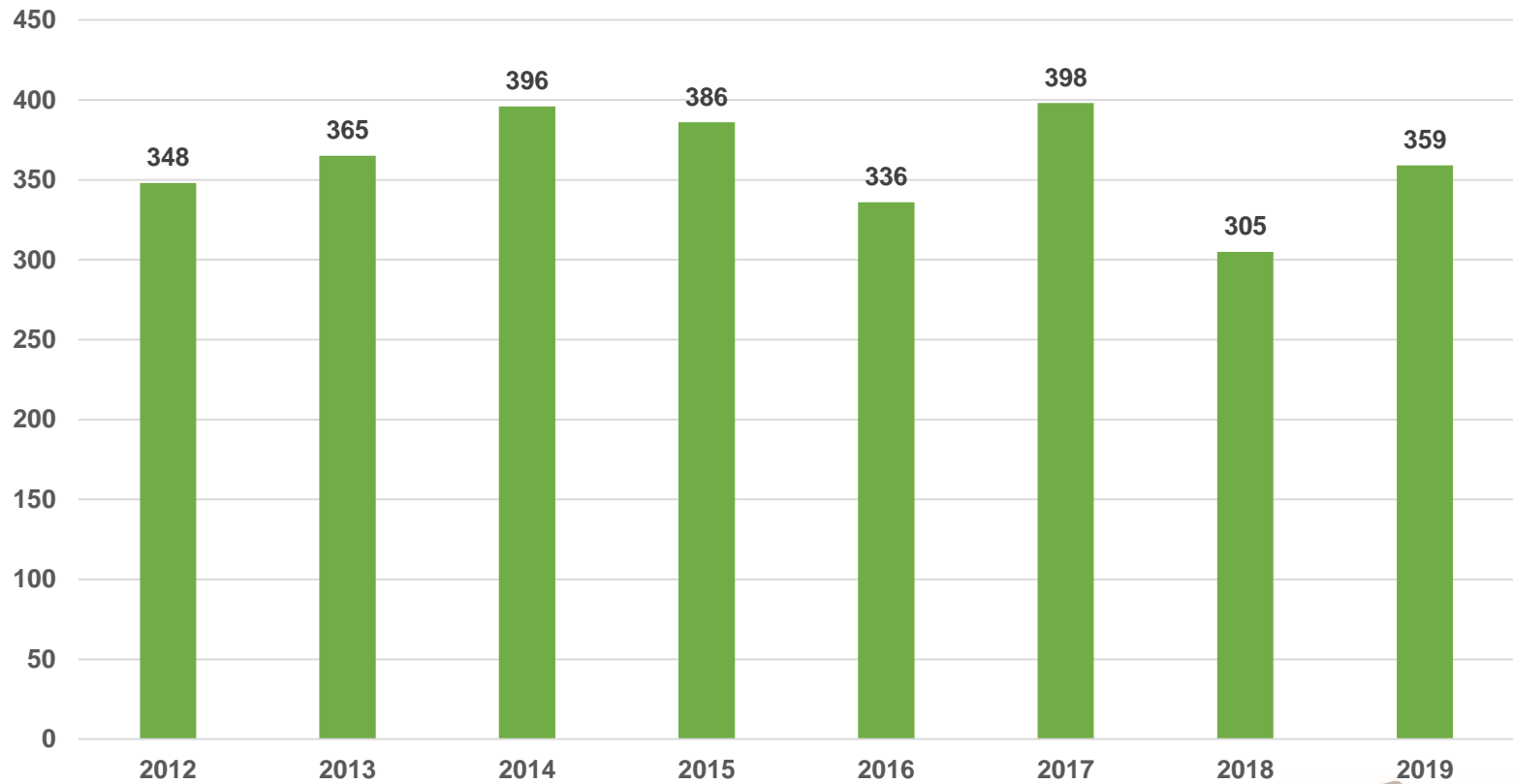


FY19 Accomplishments



Finance

Deliveries Per Annum

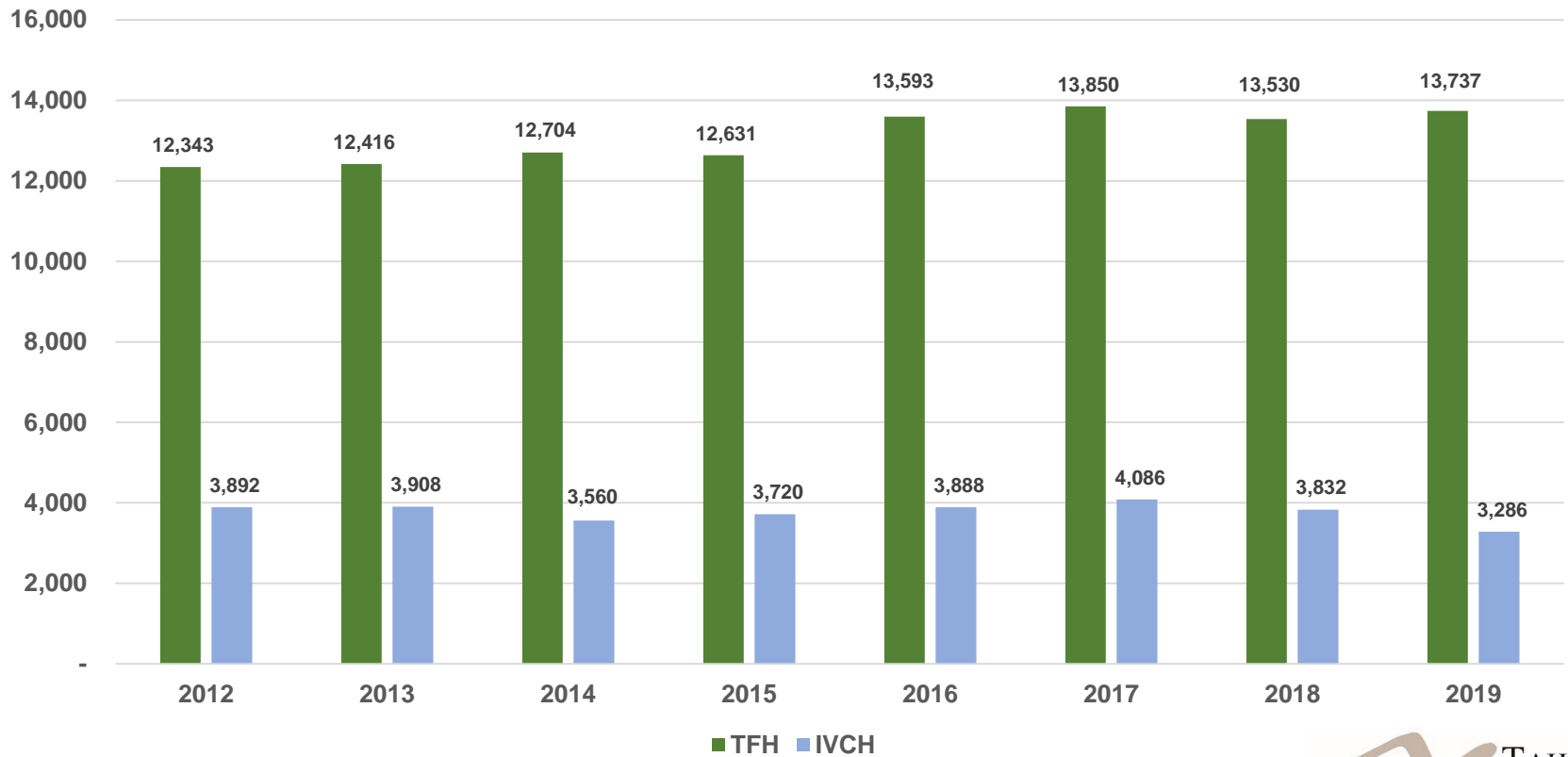


FY19 Accomplishments



Finance

Emergency Department Visits Per Annum

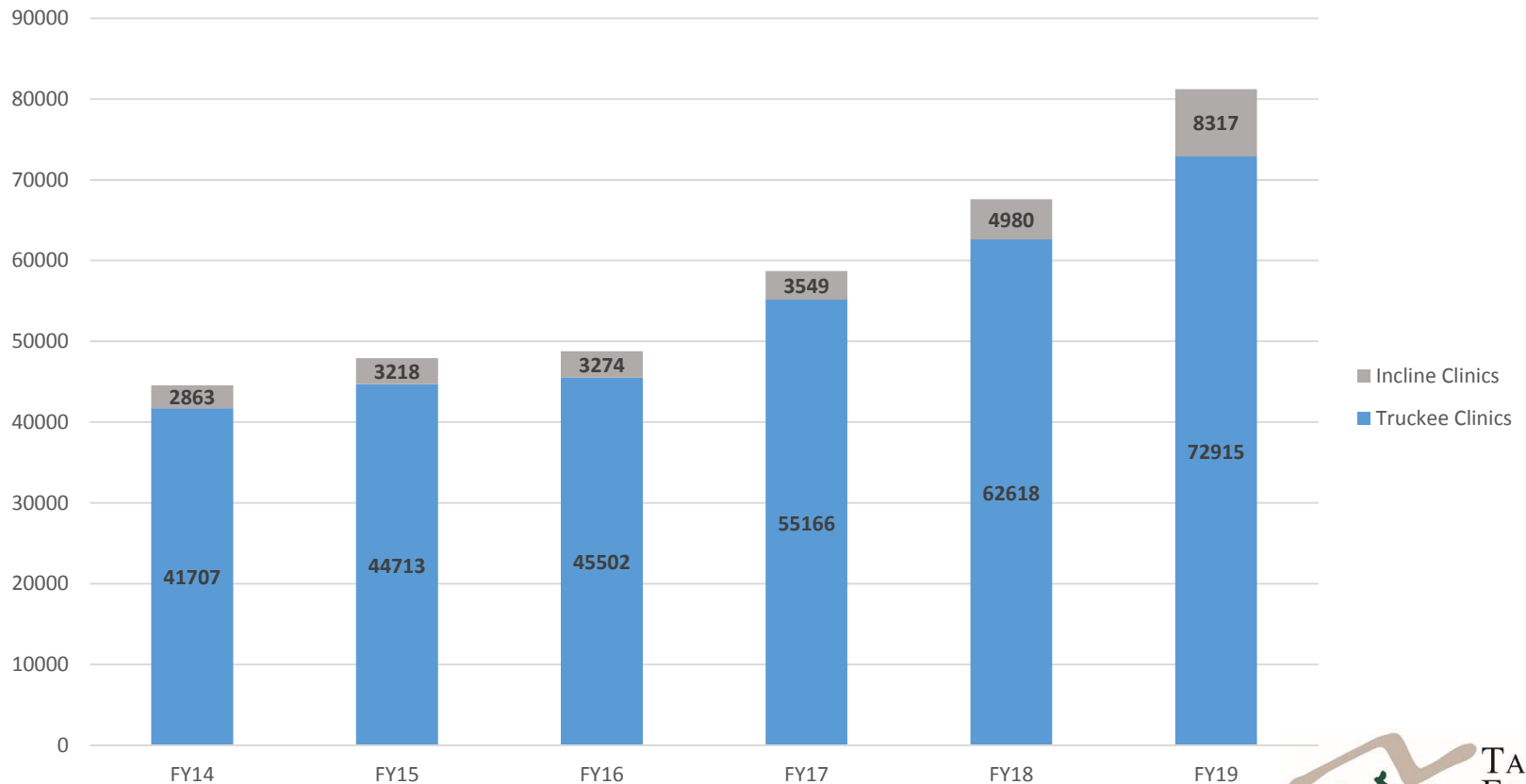


FY19 Accomplishments



Finance

Provider Office Visits

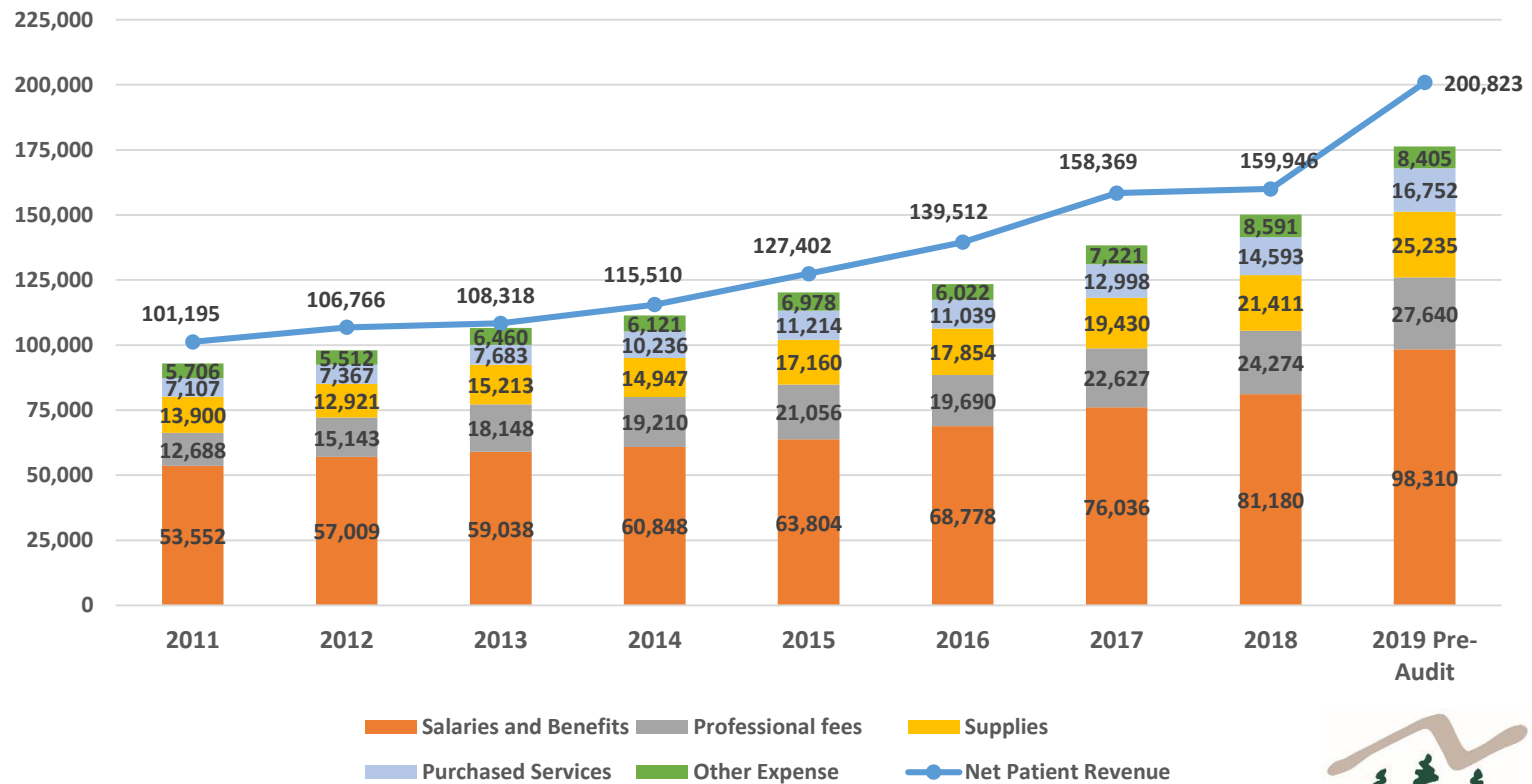


FY19 Accomplishments



Finance

Hospital Revenue Vs Expense Trend (\$'000's)

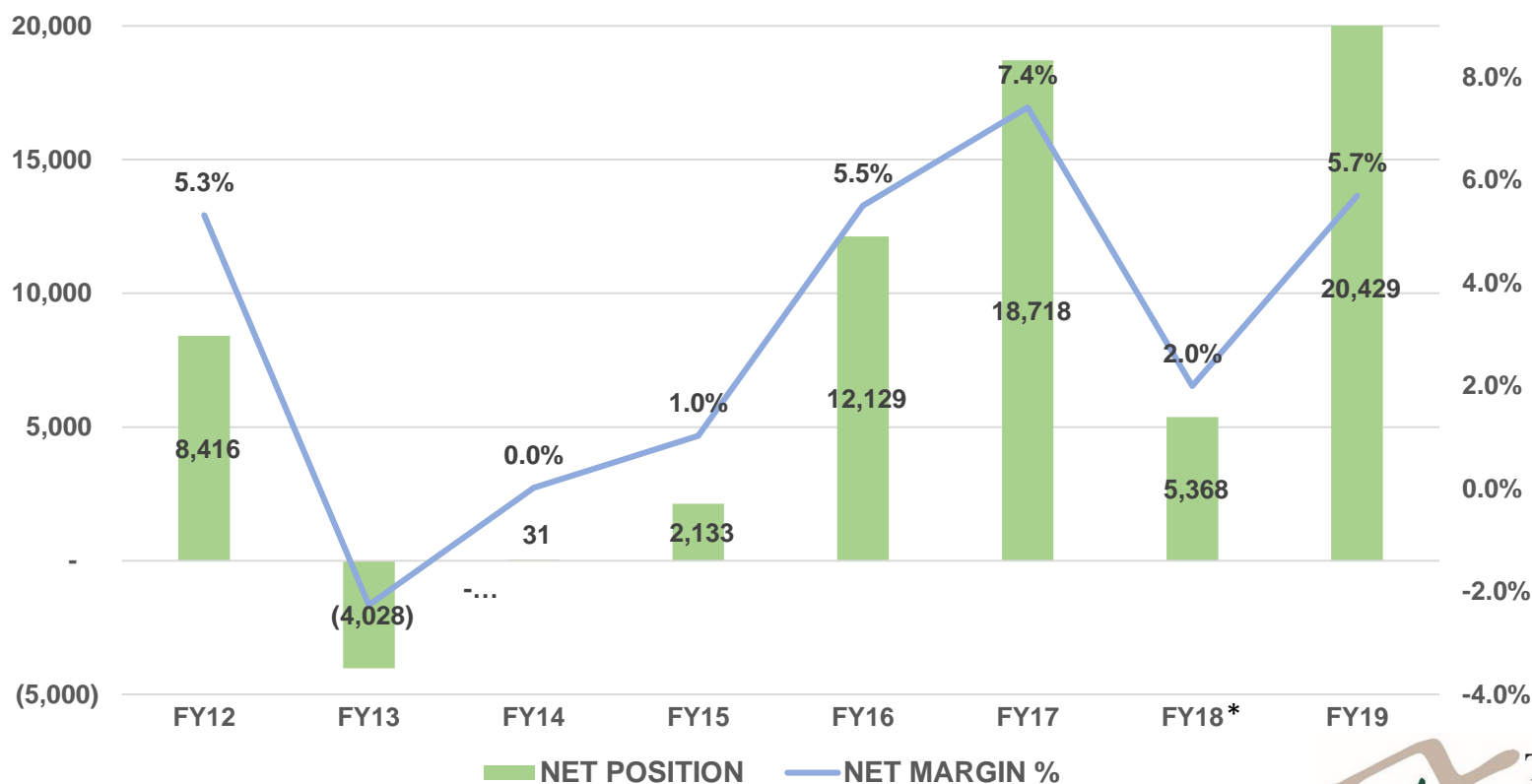


FY19 Accomplishments



Finance

Margin (in Thousands)

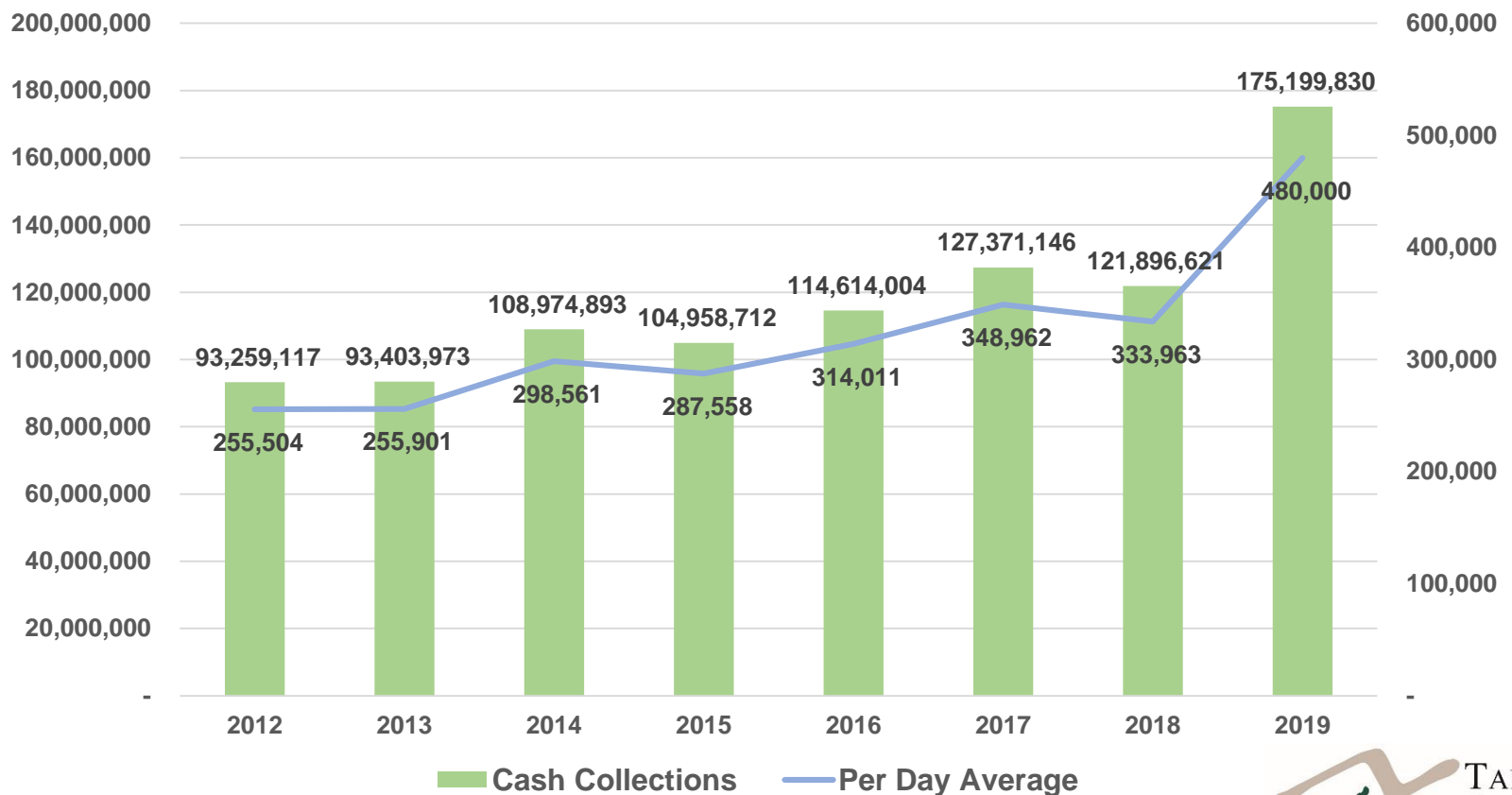


*EPIC Implementation



Finance

Cash Collections Per Annum with Average Collections Per Day



FY19 Accomplishments



Finance - Technology

- Mercy EPIC was implemented for Home Health & Hospice with a successful go-live on August 1, 2018.
- Large network and infrastructure refresh project completed.
- MyChart Task Force formed for a unified approach to using MyChart in the organization and by community members.
- Imprivata (Single Sign On) process implemented to increase rapid access for physicians and clinical staff into the Mercy EPIC Electronic Health Record.
- Lease of new printers/copiers completed and roll out of new machines throughout the District.
- Received CMS approval of Meaningful Use Hardship applications for 2017 for both TFH and IVCH due to EPIC implementation. This prevents reimbursement penalties from Medicare.
- Conducted HIPAA Meaningful Use security audit.

Finance - Technology

- Stabilization and optimization of Mercy EPIC Electronic Health Record. Highlights included:
 - 15 new clinic departments built in EPIC.
 - Clinical informatics team provided nurse refresher courses through clinical departments.
 - Successful EPIC version 2018 upgrade completed in April 2019.
 - New Order Sets custom built for anesthesia.
 - Level III Trauma documentation build completed.
 - EPIC Secure Chat/Secure Text implemented and went live June 2019.
 - Interfaces for EPIC Cancer Center to Varian integration project.
 - Secured clinical resources for Cancer Center EPIC/Beacon project.
 - Epic Ambulatory module certification completed.
 - Rebuilt many Ambulatory module departments for Rural Health Clinics and Physician Billing.

Finance - Technology

- Improved technology upgrades in Diagnostic Imaging that increased increase services or improve efficiencies:
 - Xcelera-Cardiology software for Echocardiograms installed.
 - Physician Preference Lists for Inpatient and Outpatient created to improve correct ordering and efficiency for providers.
 - Philips PACs upgrade project completed.

Finance - Legal

- TFHD continued to reduce its spend on external legal fees by keeping work in-house.
- Both the legal advice and contracting process were streamlined for every department.
- A legal Lunch & Learn program was created with 4 sessions completed to date.
- Public bidding for construction switched to design-build contracts which allowed for more competitive bids and drastically increased savings.

GROWTH



Growth

- Tahoe Forest Health System saw continued growth of its physician service line and offered the following specialties:

TFH Campus

- Behavioral Health/Mental Health*
- Cardiology
- Endocrinology*
- Ear, Nose & Throat/Audiology
- Facial Plastics*
- Family Medicine
- Gastroenterology
- General Surgery
- Hospitalist
- Internal Medicine
- Neurology
- Obstetrics & Gynecology
- Occupational Health
- Oncology
- Orthopedics & Sports Medicine

- Pediatric
- Pulmonology
- Radiation Oncology
- Urology

IVCH Campus

- Incline Health Center
 - Cardiology
 - Family Medicine
 - Ear, Nose & Throat
 - Orthopedics*
 - Pediatrics
 - Sleep Center
- Lakeside Family Medicine

*New in FY19



Growth

- TFHS successfully recruited the following permanent providers to increase services to its communities:
 - Behavioral Health/Mental Health
 - 1 provider
 - Endocrinology
 - 1 provider
 - Family Medicine
 - 4 providers in Truckee
 - Orthopedics
 - 1 providers
 - Urology
 - 1 provider
 - Pediatrics
 - 1 provider
 - General Surgeon
 - 1 provider
 - Neurology
 - 1 provider

Growth

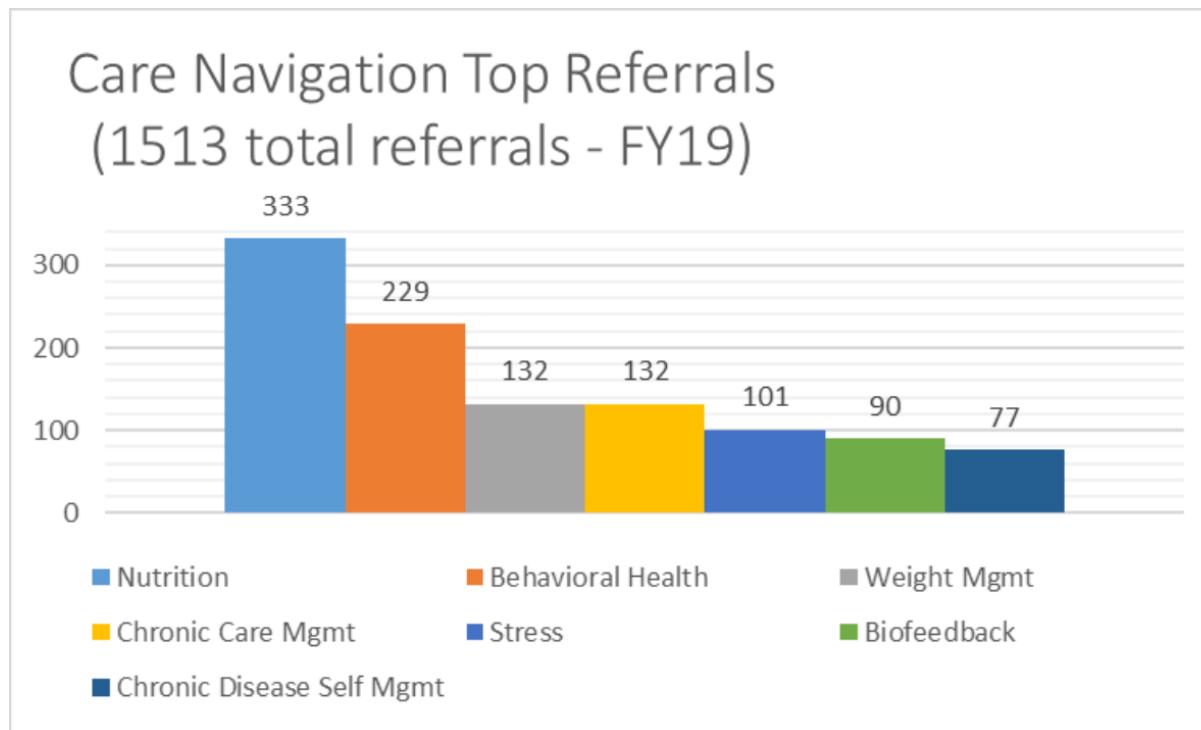
- Pediatric clinic was surveyed and approved as a Rural Health Clinic (RHC).
- Internal Medicine/Cardiology clinic submitted a RHC application. Survey will take place in early FY20.
- Incline Health Center RHC application was approved. The clinic is awaiting its survey in FY20.
- Primary Care Clinic in Truckee expanded its schedule to seven days a week with walk-in and same day appointments.
- Provider office visits grew to 81,232 from 67,609 in fiscal year 2018. Office visit growth included:
 - Orthopedic - 21% increase in visits
 - Gastrointestinal – 64% increase in visits
 - Neurology – 20.5% increase in visits
 - Family Practice - 36.8% increase in visits
 - Incline Health Center – 9.3% increase in visits

Growth

- A dedicated psychiatric clinic began in FY19.
- Teleneurology and telepsychiatry services were implemented to support inpatient services.
- Primary Care Committee initiated comprising of Physicians and Advanced Practice Providers to support and improve delivery of primary care services.
- A pilot scribe program was initiated to assist physicians with documentation in EPIC.

Growth - Care Navigation

- Navigators managed a total of 1,513 referrals during FY19. For the last six months, Navigation averaged 157 referrals per month.
- Top service line referrals are for nutrition and behavioral health.



FY19 Accomplishments

Growth - Governance

- TFHS was active during the legislative session penning over 30 letters of support or opposition. TFHS focused on:
 - Balance Billing legislation, also know as “surprise billing”.
 - Legislation that would increase penalties to hospitals for nurse-patient ratios.
 - Numerous legislative visits.
- TFHS continued outreach with senior leadership at other local healthcare districts and nonprofits. Meetings have been held multiple times with Barton Health, including a peer to peer leadership team visit and tour at the TFHS campus. Meetings were also held with Renown Health, St. Mary’s Health Network, Eastern Plumas Health Care District, Plumas District Hospital, Myers Memorial Hospital District, Modoc Medical Center/Last Frontier Healthcare District, and Seneca Healthcare District.

Growth - Governance

- TFHS leaders actively participated 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, Mountain Housing Council, Truckee Donner Land Trust, and Town of Truckee General Plan Update, including a sub-committee on Climate Vulnerability.
- TFHS led the formation efforts of the Truckee Tahoe Workforce Housing Joint Powers Agency (JPA) with Tahoe Truckee Unified School District, Truckee Donner Public Utility District and Truckee Tahoe Airport District.
- To increase our presence in the Lake Tahoe basin, TFHS successfully co-sponsored the Tahoe Fund Founders Circle Dinner with Barton Health enabling each of us to message that we serve the Lake Tahoe region.

Growth

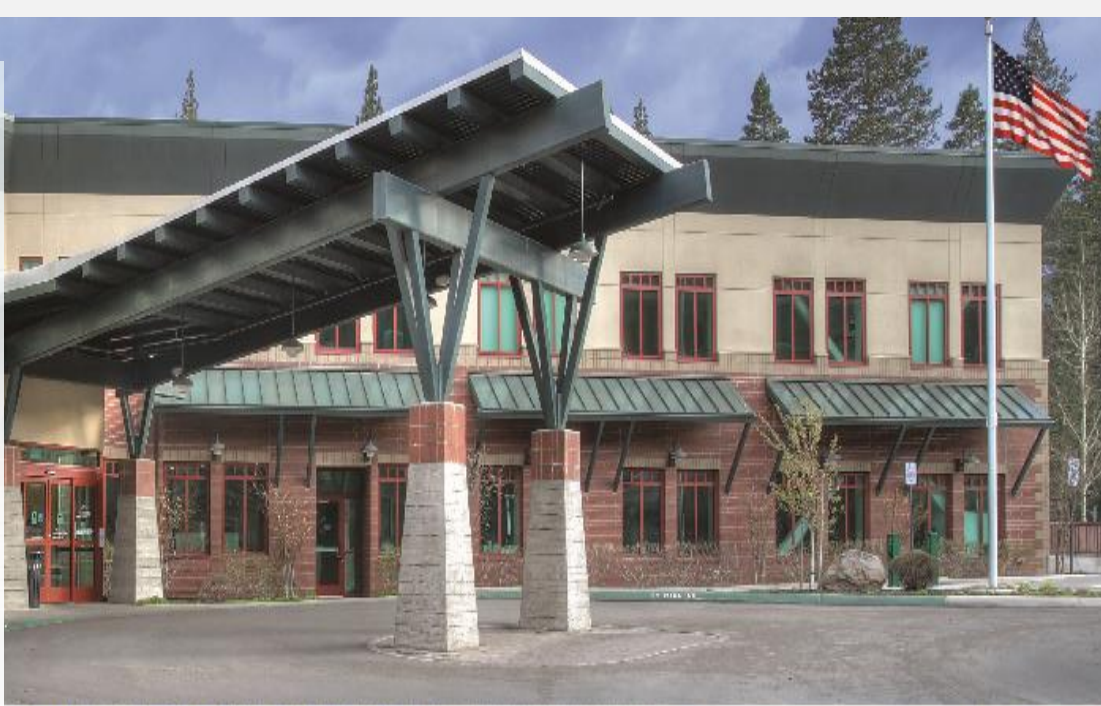
- Incline Village Community Hospital Foundation (IVCHF) received a grant from an anonymous donor to support the expansion of the Healthy Teeth program. There were over 190 students at Incline Elementary School who participated in the program.
- Tahoe Forest Health System Foundation (TFHSF) reinvigorated its *Team Member Giving* Campaign. There are now 160 hospital and medical staff who participate on an ongoing basis, up from 62 in FY18.
- TFH Lab has recently moved to an automated blood bank instrument. With this change standard blood bank testing was reduced from a 30 step manual process to three steps. This new technology has decreased the turnaround time for crossmatching blood units.
- A new grab & go food program was launched in our Pine Street Café that increased customer choices. Additionally, the Café menu was changed to offer healthier options to be in line with the national *Healthier Hospitals* program.

Growth

- TFHS updated its 10 year Master Plan to increase access to care, expand provider office space and improve parking. The Master Plan has been presented to the Board of Directors, Town of Truckee and Health System Staff.
- The Pediatric Clinic remodel was completed on the third floor of the Medical Office Building. Pediatricians and Advance Practice Providers will move into the expanded space in early FY20.
- The construction of specialty physician clinics on the second floor of the Cancer Center is on schedule and near completion. This new office space will house eight specialties and 36 exam rooms.

Growth

- TFHD replaced the Fire Alarm System throughout the facility which expanded further coverage and meets the highest California Office of Statewide Health Planning and Development (OSHPD) standards.
- TFHD replaced the Nurse Call System in specific clinical locations within the hospital to standardize the call system throughout the hospital and update the technology.



Questions?

