



**BOARD OF DIRECTORS
SPECIAL BOARD MEETING MINUTES**

AGENDA ITEM	DISCUSSIONS/CONCLUSIONS	ACTIONS/FOLLOW-UP/ RESPONSIBLE PARTY
PRESENT AT MEETING:	<p>Board Members: John Mohun, President; Larry Long, Vice President; Dale Chamblin, Treasurer; Karen Sessler, M.D., Secretary; Roger Kahn, Board Member</p> <p>Staff: Bob Schapper, CEO; Virginia Razo, PharmD, Chief Operating Officer; Crystal Betts, Chief Financial Officer; Judy Newland, RN, IVCH Administrator/Chief Nursing Officer; Ted Owens, Director, Community Development; Paige Thomason, Director, Marketing & Communications; Sarah Jackson, Administrative Assistant;</p> <p>Other: Steve Chihos, Consultant, Steve Gross, Legal Counsel; Shawni Coll, D.O.; Pete Forni, Member of the Public; Jamie Cole, Member of the Public</p>	
1. Call to Order	Mr. Mohun called the meeting to order at 8:39 a.m.	
2. Roll Call	The roll call reflected that all Board Members were present.	
3. Clear the Agenda/Items Not On the Posted Agenda	There were no changes to the agenda as posted.	
4. Input -- Audience	Mr. Mohun asked for audience input. None was offered.	
5. Input - Employee Associations	Mr. Mohun asked for Employee Associations input. None was offered.	
6. Items for Board Discussion and/or Action		
A. Consideration of Endorsement for Measure R – Ted Owens, Director of Community Development	<p>Mr. Owens advised the following on Measure R:</p> <ul style="list-style-type: none"> • The TFHD Board has been asked to endorse Measure R which is a sales tax increase of 1/4 of 1 cent. • Measure R will require a 2/3 vote and is placed on the June 3, 2014 ballot. • Measure R is estimated to raise \$10 million for trails construction and maintenance and will sunset in 10 years. 	



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	<ul style="list-style-type: none"> Recent polls show a 67% approval rating from the Town of Truckee voters. <p>Mr. Chamblin asked Mr. Schapper if the endorsement of a Measure was common by the TFHD Board, when the Measure doesn't relate to hospital or health care issues.</p> <ul style="list-style-type: none"> Mr. Schapper replied that this will not be a precedent as the TFHD Board has endorsed Measures in the past. Mr. Gross added that it is legal to endorse Measures but the District may not spend any money on the endorsement. <p>Mr. Long stated that he may have conflict with the discussion and possible endorsement of Measure R.</p> <p>Discussion was opened:</p> <ul style="list-style-type: none"> Dr. Sessler states that Measure R is consistent with TFHD's mission to improve the health of the community. She also stated that it encourages partnerships within the community. Mr. Mohun questioned whether the trails would be handicap accessible. <ul style="list-style-type: none"> Mr. Owens replied that some of the trails would be handicap accessible. The trails consist of three types - class 1 and 2 are paved. The Trails Initiative also includes some <i>Safe School Routes</i>. <p>Mr. Long rejoined the meeting at the conclusion of this topic.</p>	<p><u>Mr. Long recused himself and left the room.</u></p> <p><u>Dr. Sessler moved that Tahoe Forest Hospital District sign on as a supporter of Measure R. Mr. Chamblin seconded.</u></p> <p><u>Roll Call vote was taken:</u> <u>Dr. Sessler, Aye;</u> <u>Mr. Mohun, Aye;</u> <u>Mr. Chamblin, Aye;</u> <u>Mr. Kahn, Aye;</u> <u>Mr. Long, Recused.</u> <u>Motion was passed, 4-0-1.</u></p>



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<p>B. Finalize Strategic Plan 2014/2014</p>	<p>Mr. Schapper stated:</p> <ul style="list-style-type: none"> • He introduced Mr. Chihos as the facilitator for the strategic plan workshop. <p>Mr. Chihos stated:</p> <ul style="list-style-type: none"> • He reviewed the cycles of refinement approach to strategic planning and recapped historical strategic planning meetings. • He reviewed and polled the attendees on definitions of mission and vision. Responses included: <ul style="list-style-type: none"> ○ A reason for being, and why we are different from others. ○ Where we see ourselves. ○ How we see ourselves. <p>Discussion was held regarding the Strategic Plan, highlights as follows:</p> <ul style="list-style-type: none"> • Goal 1 was reviewed: <ul style="list-style-type: none"> ○ 1-1 and 1-2 will continue to be reviewed for further refinement. • Goal 2 was reviewed and changed: <ul style="list-style-type: none"> ○ 2-2, include “optimize” in the goal of employee engagement. ○ 2-4 Measurement, added the following wording: “Such training will periodically continue, to refresh trained employees and physicians, and introduce to new employees. Such training should introduce to new employees how Just Culture benefits the organization.” • Goal 3 was reviewed: <ul style="list-style-type: none"> ○ 3-1, recommended adding wording advising the reader 	



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	<p>that TFHD is currently “at the median” of cost structure of our hospital cohort.</p> <ul style="list-style-type: none"> ○ 3-3, recommend changing to “Stabilize and optimize revenue cycle improvement.” ○ 3-6, Goal: recommended adding “Continue to meet or improve upon revenue expense and EBIDA budgets, while maintaining a level of cash flow that will ensure our continued operational stability.” Measurement: “Continuing a projection of long term financial success based on profitability and maintenance of a strong balance sheet.” ● Goal 4 was reviewed: <ul style="list-style-type: none"> ○ 4-3, recommended changing to “Develop long-range IT EMR plan (3-10 years) to optimize potential strategic technology investments, and execute after approval from the Board.” ● Goal 5 was reviewed, no revisions were noted. ● Goal 6 was reviewed: <ul style="list-style-type: none"> ○ 6-4, was detailed upon that the TFHD does not currently have enough office space to house all of the physicians working within the Health System. A Facilities Development Plan that addresses these issues needs to be conducted. ● Goal 7 was reviewed, no revisions were noted. ● Goal 8 was reviewed: <ul style="list-style-type: none"> ○ 8-2 and 8-3 are duplicates, correct plan formatting. <p>Discussion was held regarding the Medical Staff Strategic Plan as follows:</p> <ul style="list-style-type: none"> ● Goals 1 and 2 demonstrate excellent examples of how to 	



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	<p>marry the best working environment with patient satisfaction.</p> <p>Mr. Chihos and Ms. Thomason reviewed the proposed changes and will incorporate them into the Strategic Plan FY 2013-2016 draft.</p>	
<p>C. Revisit Health System Mission and Vision Statement</p>	<p>Mr. Chihos stated:</p> <ul style="list-style-type: none"> • He reviewed the open dialogue process, cycles of refinement, and the Mission and Vision tools and concepts. <p>Discussion was held regarding the Mission and Vision Statement, highlights as follows:</p> <ul style="list-style-type: none"> • The Vision can be described as a compelling future state that will be made possible through organizational efforts. • Mr. Chamblin stated that the vision should be a long lasting set of goals that are not generally changed over time. • Dr. Sessler stated that the current vision was to measure our health system to other systems or peer organizations. She would like to shift the future vision to now measure our health system to how our stakeholders view us. • Mr. Schapper discussed a Vision idea of the District being a high performing, high value, and high quality provider, innovator, and connector of health services that promote partnerships with the community to advance overall community health. • Mr. Mohun would like to see the Medical Staff Vision incorporated into the Health System Vision. • Mr. Chihos stated that the following questions should be asked when forming a mission and/or vision statement: 	



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	<ul style="list-style-type: none"> ○ Why does the organization exist? ○ What would happen in the organization was not here? ○ What make us different? ○ Who do we serve? <p>Discussion was held regarding the four question Mr. Chihos posed:</p> <ul style="list-style-type: none"> ● The organization exists for the same original reasons: to provide high quality medical services in a local community, and to meet the medical needs of the community without the need for extensive travel. ● Without TFHD, community members would need to travel 30+ minutes to the nearest hospital services. There would be a largely negative economic impact. The community would be less healthy. ● TFHD is different because of the small size and the connections to the people served in the community. TFHD is recognized by both the medical staff and the community of patients as high quality and high safety; individualized care versus standardized care. ● Our primary customer service goal is to serve the residents of the District. Challenges arise when planning for the second homeowner populations and visitor populations. 	
<p>7. California Government Code Section 54956.9(d)(4): Deciding whether to initiate litigation (1 case)</p>	<p>Mr. Gross, Legal Counsel, and Mr. Owens joined the meeting for this agenda item.</p> <p>Discussion was held on a privileged legal matter.</p>	



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<p>8. Open Session</p>	<p>Mr. Schapper stated:</p> <ul style="list-style-type: none"> • He hoped for two more strategic planning sessions between now and Fall 2014. <p>Discussion was held regarding next steps:</p> <ul style="list-style-type: none"> • Mr. Kahn questioned how to reach the groups that TFHD wants or needs “buy in” from. • Mr. Owens recommended reconstituting the leadership council and populating that council with the stakeholder groups. • Mr. Schapper recommended involvement from the Foundation Board with the goal of improving the perception of value within the community. • Mr. Chihos recommended the identification of key stakeholders prior to the next meeting. • The next meeting will be in 6-8 weeks and will be followed again with a second meeting in another 6-8 weeks. • The current iteration of the Strategic Plan with the changes noted today will be finalized until Fall 2014. 	
<p>9. Report of Actions Taken in Closed Session</p>	<p>There was nothing to report.</p>	
<p>10. Adjourn</p>	<p>The meeting adjourned at 2:01 p.m.</p>	