

# King County Accountable Community of Health

## Governing Board Meeting Summary

December 18, 2017, 1:00 p.m. – 4:00 p.m.

Seattle Foundation, 1601 5<sup>th</sup> Ave, Suite 1900, Seattle, WA 98101

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**Members Present:** *Teresita Batayola (International Community Health Services), Elizabeth “Tizzy” Bennett (Seattle Children’s Hospital), Roi-Martin Brown (Washington Community Action Network), Molly Carney (Evergreen Treatment Services), Elise Chayet (Harborview Medical Center), Kristin Conn (Kaiser Permanente of Washington), Patty Hayes (Public Health – Seattle & King County), David Johnson (Navos Mental Health Solutions), Cathy Knight (delegate for Maureen Linehan, Seattle Aging and Disability Services), Stephen Kutz (Cowlitz Indian Tribe), Betsy Lieberman (Betsy Lieberman Consulting), Esther Lucero (Seattle Indian Health Board), Daniel Malone (Downtown Emergency Service Center), Jeff Sakuma (City of Seattle), and Amina Suchoski (United Healthcare), Jim Vollendroff (delegate for Adrienne Quinn, King County DCHS)*

**Members Not Present:** *Shelley Cooper-Ashford (Center for MultiCultural Health), Steve Daschle (Southwest Youth and Family Services), Ceil Erickson (Seattle Foundation), Marya Gingrey (Regional Equity Network), Maureen Linehan (Seattle Aging and Disability Services), Jihan Rashid (Somali Health Board), Erin Sitterley (Sound Cities Association)*

**Staff:** *Thuy Hua-Ly, LeeChe Leong, Susan McLaughlin, Gena Morgan, Kelsey Robinson (KCACH), Christina Hulet (Hulet Consulting)*

**Guests:** *Lois Bernstein (MultiCare), Kate Besch (PHSKC), Tavish Donahue (Seattle Housing Authority), Anne Farrell Sheffer (YWCA – Seattle & King/Snohomish), Allie Franklin (Crisis Clinic), Erin Hafer (CHPW), Sybill Hyppolite (SEIU 1199NW), Marissa Ingalls (UW Medicine), Eli Kern (PHSKC), Laurel Lee (Molina), Sophia Lesesne (COPHP-UW MPH Student), Jay Marshall (PHSKC), Ingrid McDonald (PHSKC), Mattie Osborn (Amerigroup), Sharon Poch (Qualis Health), Glenn Puckett (Arcora Foundation), Britt Redich (HCA), Aera Shaikh (Seattle Housing Authority), Howard Springer (Navos), Christine Stalie (DOH), Elizabeth Tail (Cowlitz Indian Tribe), Kirsten Wyses (PHSKC)*

## Welcome & Introductions

Co-Chair Betsy Lieberman (*Betsy Lieberman Consulting*) called the meeting to order.

Betsy reviewed meeting goals and agenda. The primary objectives of this meeting were for the Governing Board to (1) review the KCACH budget projections and anticipated financial outlook, (2) learn about initiatives related to improving health through housing, (3) revisit the ACH’s organizational values, and (4) celebrate the year’s accomplishments.

Brief introductions were made by the board and public.

Co-Chair Esther Lucero (*Seattle Indian Health Board*) expressed her gratitude for the commitment and leadership of board and her excitement for the coming year.

## Board Business & Executive Director's Report

Betsy asked for a motion to approve meeting minutes from the 11/9 Governing Board (GB) meeting, pages 2-9 of the agenda packet.

The minutes were approved with no revisions.

### Executive Director's Report

Susan McLaughlin reviewed lease agreement terms for office space at 1000 2<sup>nd</sup> Avenue, pages 10-11 of the agenda packet.

She announced an informal "Open House" will be hosted at the KCACH new offices January 17<sup>th</sup> from 3pm-5pm.

Attention was called to the half sheet with the 2018 GB meeting schedule. GB members should have received calendar invites for the 2018 meetings. They are also available on the [KCACH website](#).

Susan updated the board on the hiring status of several positions. Interviews were conducted for the Clinical Innovations Manager position. Unfortunately, the right candidate was not identified, so the position will re-open in January. Ninety applications were received for the Community and Tribal Engagement Manager. Christina Hulet (*Hulet Consulting*) will be screening candidates and interviews will be conducted shortly. A few more positions will be posting mid-January.

Susan provided an update on the Medicaid Transformation project portfolio submission. Two write-back periods will allow ACHs to address areas where they do not "meet or exceed expectations" on the project portfolio submission. The first write-back period closed December 15. Overall, we scored very well and only needed to answer a handful of clarifying questions. We will have responses from the HCA by December 28 which will commence the 2<sup>nd</sup> write-back period if necessary. Projecting scoring will be finalized after 1/31/18.

Susan called attention to the Provider Summit "save the date". The 1/9/18 (9am-12pm) summit will kick off a series of meetings to engage with providers and establish processes for project implementation. This invitation will be sent out broadly and Susan encourages the GB to share the invitation with their sectors and attend the initial meeting. Requests: to schedule remaining summits as soon as possible; to provide meeting content in advance so invitees can be better identified; to adjust meeting times to accommodate provider schedules.

Susan shared the work Eastman Strategies has done to help rename the King County ACH. Susan reviewed Sue Eastman's slide deck on pages 12-19 of the agenda packet, which defined criteria for effective branding and provided naming suggestions. She reminded the board that no name can convey it all and our name is just a start. The KCACH staff narrowed down the original list of suggestions, and the top 4 names have been brought to the board for voting.

There was brief discussion regarding the implications of not branding as an ACH. "ACH" could be incorporated into the tagline. The ACH's that have not included ACH in their name were pre-existing organizations. Gena revealed the top four names and their rationale: Target: Wellbeing, Opportunity Health, Communities Thrive, and Healthier Here.

The board and public were asked to think on the names presented and voting would take place during the break.

## Budget Projections & Financial Outlook

Patty Hayes (Public Health – Seattle & King County, finance committee co-chair) reminded the board that developing a budget is an iterative process and current numbers are still projections. The intention is to continue to provide updates and also the board will approve the annual administrative budget. Thuy Hua-Ly (KCACH CFO) reviewed the agenda for the finance presentation and reviewed the slide deck, pages 20-35 of the agenda packet. Things to note: the “ACH Administration Projection” (page 23 of agenda packet) is over a 5-year period and the B&O tax is a conservative estimate as we are working on this issue with HCA and the Department of Revenue. Many of the administrative costs ramp up in the initial years and taper off to reflect one time set up costs and the need to build capacity/infrastructure in the early years.

There was concern that the community engagement budget tapers off rather quickly in the first couple of years. The board was reminded that as a community board, we have an obligation to engage with community and providers throughout and beyond the project period. The current budget assumes a heavier focus in the beginning years to ensure this component is included in the planning and implementation phases.

Thuy noted that there will be anywhere from 6 months to 1 year from when we “earn” funds to when we receive payment so the budget material presented today does not reflect the cash flow component. She will work with the Finance Committee and develop financial reports that will show the cash flow. In addition, there was a suggestion that actual numbers would be more meaningful. However, that is challenging when the information is still a bit fluid while balancing with not creating expectations that may not be realistic. The finance committee can provide actuals as they become available and will continue to discuss how best to present this information to the public.

Amina Suchoski (United Healthcare, finance committee co-chair) reviewed the next steps for the finance committee (page 34 of the agenda packet). Financial reports for the KCACH administrative budget will begin to be available on a monthly basis and an update is provided for the projects once the information is more settled. The budget reports will also be publicly available via the KCACH website. In addition to finalizing the Finance Committee charter, the finance committee needs to identify financial experts to serve on the Incentive Funding Workgroup.

Concern was also expressed that DSRIP programs in some other states have a 70% accomplishment rate, and should our financial projections be more conservative? The Washington state waiver is structured differently and that lends itself to a higher success rate. Also, having narrowed our focus to four projects, this is less concerning.

## Board Member Transitions

Christina (*Hulet Consulting*) reviewed the proposed changes to the governing board roster (pages 36-37 of the agenda packet). Preston Simmons (*Providence Health and Services, Western Washington*) has had to resign his seat on the ACH governing board. The vacant hospital/health system seat as a reserved sector seat to be recommended by the Washington State Hospital Association (WSHA) as lead entity.

They would like to appoint Sherry Williams (*Swedish/Providence Health & Services*) to replace Preston for a new 3-year term starting January 2018. KCACH by-laws stipulate that the governing board approve board member nominations.

A motion was made to approve Sherry's appointment to the board.

All in favor. Motion approved.

Christina reviewed the upcoming seat availability. Sarah Rafton and Maureen Linehan have also recently had to submit their resignations. Sarah's seat is "open" (it is not reserved for a specific entity) and the sector represented is "at large". Maureen's seat is also "open" and the sector represented is long term care services. Christina proposed the Executive Committee identify a process and criteria for available board positions and present to the board at a future meeting. There was a suggestion to change "Status" (see page 37 of the agenda packet) to "Type" to avoid confusion regarding seat availability.

## Learning Session: Housing for Health

Daniel Malone (*Downtown Emergency Service Center*) introduced guest Dr. Josh Bamberger (*UC San Francisco and Mercy Housing*), a leading innovator in healthcare for the homeless. Josh briefly introduced himself and shared a [slide presentation](#). He presented a brief overview of the study he completed. Pinnacle to his work, Josh believes "the healthcare system is the key to ending homelessness." Josh's work suggests that by housing the homeless, they have a longer life expectancy and their healthcare costs reduce significantly overtime. Additionally, if systems leverage their resources well, the investment pool could be very robust and diverse. A more detailed summary is available in the agenda packet pages 38-40.

### Discussion:

What role does the city/county/state government play? What's their buy-in? If as a healthcare system we can "take a stand" and take this on as an issue, it behooves the local government and urban/rural providers to invest as well.

What about patients on the verge of homelessness? What can we do? Not an easy answer, housing is at such a shortage, we need more homes, we need more supportive housing.

We need to continue to think about how we can leverage our resources and potentially align with an initiative like Josh proposed. The Executive Committee will prioritize this for a later meeting.

Board members took a brief break and were instructed to vote for their choice of name and select a picture from the YMCA "Big Picture Deck" that represented their experience of the year.

## Year in Review & Appreciations

Gena reviewed our year and major milestones (agenda packet pages 41-43). A lot has been accomplished in the last year including the launch of this new Governing Board in May. Each board member was asked to turn to their neighbor, reflect upon the picture they chose, and describe how it spoke to their experience together as an ACH over the past year.

Susan and Betsy presented small gifts and certificates of appreciation to the KCACH backbone staff.

Gratitude and appreciation was expressed for the work done by Susan and Christina.

## KCACH Values

Christina Hulet reviewed pages 44-47 of the agenda packet. She asked board members to review the values that were established by the interim leadership council and asked if those values still resonate with the board. Board members were asked to reflect and prioritize values using a values worksheet and then to discuss with their small groups.

### Key Values:

- Innovation
- Meaningful engagement
- Equity/Constantly asking “who is not at the table”

Christina will follow up with missing board members, synthesize feedback and present back to the Executive Committee who will finalize and make a recommendation to the board at a later date.

## Public Comment

Eli Kern (*PHSKC*) – Recognition that things that are good for the Seattle economy are not necessarily good for the Medicaid population. How can we be more mindful about aligning our goals and engaging with partners that can benefit both our local economy and the Medicaid population?

## KCACH Name

After an initial round of voting both “Opportunity Health” and “Healthier Here” were identified as the top two names. There was brief discussion regarding pros and cons of each option. It was noted that “Healthier Here” has a competitive edge but that “Opportunity Health” sounded more like an organization. Everyone was asked to re-vote on their way out. “HealthierHere” was selected based on receiving the majority of votes from board members, staff and members of the public.

Meeting adjourned.