

King County Accountable Community of Health

Governing Board Meeting Summary

June 28, 2017, 1 - 4 p.m.

King County Elections – 919 SW Grady Way, Renton, WA 98057 – Alvine Conference Room

Members Present:

Elizabeth “Tizzy” Bennett (Seattle Children’s Hospital), Roi-Martin Brown (Washington Community Action Network), Molly Carney (Evergreen Treatment Services), Kristin Conn (Kaiser Permanente of Washington), Shelly Cooper-Ashford (Center for MultiCultural Health), Steve Daschle (Southwest Youth and Family Services), Ceil Erickson (Seattle Foundation), Marya Gingrey (Regional Equity Network), David Johnson (Navos Mental Health Solutions), Stephen Kutz (Cowlitz Indian Tribe), Betsy Lieberman (Betsy Lieberman Consulting), Esther Lucero (Seattle Indian Health Board), Daniel Malone (Downtown Emergency Service Center), Sarah Rafton (Washington Chapter – American Academy of Pediatrics, on phone), Jihan Rashid (Somali Health Board), Jeff Sakuma (City of Seattle), Erin Sitterley (Sound Cities Association), Preston Simmons (Providence Health Services of Washington), and Erin Hafer (Community Health Plan of Washington), delegate for Amina Suchoski (United Healthcare).

Members Not Present:

Teresita Batayola (International Community Health Services), Elise Chayet (Harborview Medical Center), Maureen Linehan (Seattle Aging and Disability Services), Patty Hayes (Public Health – Seattle & King County), Adrienne Quinn (King County Department of Community and Human Services).

Staff:

Christina Hulet (Hulet Consulting), Marguerite Ro and Melissa Warner (Public Health – Seattle & King County).

Staff Not Present:

Ingrid McDonald and Gena Morgan (Public Health – Seattle & King County).

Guests:

Tavish Donahue (MHNW), Alicia Bissonnette (Molina Healthcare), Adam Davis (Puget Sound Regional Fire Authority), Maureen Finneran (WA Dental Service Foundation), Melissa Putman (Kaiser Permanente), Howard Springer (Navos Consortium), Christine Stalie (WA DOH), Sharon Poch (Qualis Health), Paul Goldberg (Goldberg & Associates), Travis Erickson (Public Health – Seattle & King County), Anne Farrell-Sheffer (YWCA), Carrie Glover (Hope Link), Allie Franklin (Crisis Clinic), Wei-Lin Huang (Qualis Health), Sybill Hyppolite (SEIU 1199NW) and Susan Dyson (Evergreen Health).

Welcome, Meeting Goals & Agenda Review

Betsy and Esther called the meeting to order and noted that several Governing Board and staff members were absent due to their attendance at the ACH Quarterly Convening in Chelan, WA. They thanked staff in attendance to assist – Marguerite Ro, Lee Che Leong, Kirsten Wysen and Melissa Warner.

The ACH's new Executive Director, Susan McLaughlin, was welcomed in spirit. She had a vacation planned prior to accepting the position, but will attend the next meeting on July 17th.

Also welcomed was Dr. Kristen Conn, who has recently joined in the primary care provider seat, and Erin Hafer from Community Health Plan of Washington, attending on behalf of Amina Suchoski.

All attendees participated in an icebreaker: Please say one word that describes what community means to you. The responses were:



Betsy moved to approve the June 8th Governing Board meeting minutes, and all were in favor. Minutes will be posted to the ACH website.

David Johnson mentioned that posting the minutes sooner is helpful for those who need to report back to their groups. Betsy noted her understanding for the request, but acknowledged it may prove challenging due to current backbone staff workload and the transition process as the Executive Director assumes her role and seeks staff.

Betsy provided a brief overview of the agenda, which would include:

- Executive Committee updates
- Review of 3 Decision Memos
- Interested Party Comment Period
- Demonstration Project Committee update
- Community/Consumer Voice update and activity

Executive Committee Updates

Esther reported that the Executive Committee had its first retreat and plans to report updates from each subsequent meeting.

Esther provided a summary of the recent Executive Committee meeting:

- Discussion of tight deadlines ahead
- Focus on Phase 2 Certification
- Preliminary budget (including budget for backbone staffing)
- RFP for DSRIP contractor (proposals due July 10, interviews being scheduled)
- Seattle Foundation contract signed with ACH Executive Director

Esther and Betsy encouraged Governing Board members to always reach out if they have follow-up questions.

They plan to bring additional budget information to the next meeting.

ACH Governance

Christina Hulet (Hulet Consulting) provided an overview of the ACH's decision-making process and organizational structure. (Agenda Packet, p.6) The Executive Committee is formed by members who are chairs and/or direct links to each of the other ACH committees.

The Finance Committee is being formed, and Board members were invited to contact Christina if interested in serving on this committee. It will have a broader scope of work than a standard non-profit board. It will oversee ACH spending and will also look at Demonstration Projects and the distribution of funds to partners. Ceil Erickson and Jeff Sakuma expressed interest in participating.

Betsy also noted that a job description for the Finance Officer position will be released soon.

Christina explained that a gap analysis will be performed once volunteers for the Finance Committee have been confirmed. If the committee has remaining needs, they will likely reach out to non-Governing-Board members to fill the gaps.

Christina walked through the main points of the “Providing additional guidance on decision making authority” decision memo (Agenda Packet, p.7-8), which outlined recommendations to keep the ACH moving efficiently while also ensuring enough time for input and feedback on decisions.

Regarding “Decisions of the Executive Committee” second bullet point:

Preston Simmons (Providence Health Services of Washington) proposed a two-day turnaround time during which urgent Executive Committee recommendations would be supplied to the Governing Board for review and input.

This system was generally favored over a suggested online voting system (which likely would not work efficiently, because it would require 100% Board member participation). It was clarified that, if a Board member had a question or took issue with a recommendation, they would use the two days to lobby and provide input to the Executive Committee.

This system would apply only to urgent cases (non-urgent decisions would be brought to the Governing Board at a regular meeting), and the use of this system would be reported in the Executive Committee's report at the next Governing Board meeting.

Regarding “Decisions of the Executive Director,” fifth bullet point:

Erin Sitterly, David Johnson and Elizabeth “Tizzy” Bennett noted that the Governing Board wants to be aware of grant opportunities, especially because a grant can bring a new body of work for which the ACH would be responsible. The Governing Board does not necessarily need to be apprised before every decision, but wants to be kept aware.

Jeff Sakuma noted that Board members should be prepared for how they will handle situations when their other professional groups may also be interested in particular grants.

Sarah Rafton noted that the Medicaid Waiver will take most of the ACH’s time and energy, so staff may not have the capacity to consider other grant work. As a result, the Governing Board will need to step in to help guide.

All approved and none opposed the motion to approve with the following adjustments:

- Added the phrase “and provide the opportunity for the Governing Board to comment on pursuing these grants” to the end of “Decisions of the Executive Director,” fifth bullet point
- Added: To the extent possible and as committees are established, recommendations on decisions will come through the appropriate committees before going to the Executive Committee and/or Governing Board.

Christina provided a summary of the “Adopting conflict of interest policy” decision memo (Agenda Packet, p. 9). It is based on a standard form provided by the State, and it has been reviewed by a lawyer (a few non-substantive adjustments were being made). Christina noted that the ACH Governing Board is different from a standard non-profit board, because members were chosen as representatives of their sectors (rather than being chosen for fundraising abilities).

The recommendation stated all Governing Board members can be present for discussions regardless of conflicts of interest, but those with a conflict will step aside for the decision and vote. The definition of a personal financial gain conflict includes financial gain by one’s organization. If Co-chairs feel there may be a conflict of interest, they will raise the question prior to discussion and decision-making, and Board members will proactively disclose any conflicts at that time.

Several Board members, including David Johnson, Roi-Martin-Brown, Jeff Sakuma, Sarah Rafton and Preston Simmons commented:

- This policy is necessary but painful. Board members who have devoted much time and energy to the ACH may need to recuse themselves from important decisions.
- There may be situations when many Board members will need to recuse themselves. Turnout at decision-making meetings will be critical.
- Voting guidelines should always refer back to the agreement that all Board members are here for the good of the population.

Christina Hulet asked for a motion to approve the policy with the agreement that non-substantive changes would be made internally, but substantive changes would be brought back to the Board for final approval. All approved, none opposed.

Esther Lucero (Seattle Indian Health Board), Stephen Kutz (Cowlitz Indian Tribe) and Christina Hulet provided notes and suggestions regarding the “Adoption of the model ACH Tribal Collaboration and Communication Policy” memo (Agenda Packet, p.15). Notes included:

- The goal is to embed Tribes into Governing Board work (rather than creating a separate committee)
- Tribes have a government-to-government relationship with the U.S. Federal Government
- Tribes are political entities (in addition to their relationship to ethnic identity). They should be considered partners, rather than stakeholders.

Recommendations included:

- Governing Board will hold at least one seat for each tribe
- Governing Board will continue to invite each tribe to Governing Board meetings and to provide the meeting materials packet
- Tribes may caucus on issues as they arise
- Tribes may attend Governing Board meetings if and when they want to engage

Stephen proposed approval of the memo and recommended updates. All were in favor, none opposed.

For anyone interested, Stephen and Esther also offered more information about how tribes’ processes and funding works.

Public Comment

1. Howard Springer (Navos): The Navos Consortium members want and need to be fully engaged with ACH planning, but these efforts put a strain on their budgets and may not be financially sustainable in the long term. Proposal: The Board should make a statement reassuring partners that they will receive funds for being involved in the planning process (e.g., models, including New York City, have provided funds to providers who bring in new members).

Reply: Betsy and Esther reaffirmed the Board’s commitment to keeping community at the core of their work, and acknowledged that the first step is to meet the ACH requirements and deadlines approaching.

Stephen Kutz noted that, at the end of the meeting, he would discuss the July 1 changes to tribal member access to mental healthcare.

Demonstration Project Planning Update

Marguerite Ro reported that the Design Project Committee (DPC) continues to meet. She provided several updates:

- Draft Project Plan Template was open for public comment until June 30
- Project Plan Portfolio deadline has been pushed out to November 16
- Updated Project Plan Toolkit was expected in May; new versions were posted online June 9 and 19
- HCA and Manatt are providing more information on funds and engagement
- Design Teams are working on Initial Scope document based on draft Project Plan Template
- It will be important to:
 - Consider metrics that will earn incentives

- Defend evidence-based approach
- Ensuring partner engagement via letter of interest is under development

The DPC will receive Design Team submissions and provide an update to the Governing Board at the July 17 meeting.

Community/Consumer Voice Workgroup (CCV)

Shelley Cooper-Ashford (Center for MultiCultural Health) introduced the group and provided an outline for this session:

- History and overview of this workgroup
- Who is community?
- Governing Board and community engagement
- Strategies and Equity Impact Assessment Tool

Marya Gingrey (Regional Equity Network) reminded everyone that engagement is a constant, intentional activity that provides an essential lens for this work and cannot be overlooked. The CCV Workgroup was formed by the ACH Interim Leadership Council to ensure that this engagement and equity lens is embedded in the ACH's work. The CCV group advises and informs the Governing Board, and helps represent the voices of many community members who are unable to attend Governing Board meetings. CCV meetings are held monthly under Shelley's leadership. This group is developing practical tools for decision making, and helps the ACH remember the faces behind the data often being discussed.

Jihan Rashid (Somali Health Board) provided the dictionary definition of community: a group of people living in same place or having a similar characteristic in common. She noted that we are each part of multiple communities, and that community engagement has two sides:

- 1) Informing – educating about processes and steps being taken
- 2) Being informed – understanding the population and receiving feedback

Jihan provided the following recommendations on behalf of the CCV workgroup:

- Continue and apply feedback for Community Learning Sessions
- Set up three consumer-based sessions throughout King County
- Utilize Governing Board members' connections with different communities

Roi-Martin Brown (Washington Community Action Network) acknowledged the Governing Board's efforts to ensure communities are engaged. He noted that this is an exciting and challenging time, and that it is important to remember these goals:

- Engage communities in ways that are meaningful to both the communities and the ACH
- Ensure a good quality of life for people of all communities, despite the many variables that make this task so challenging
- Keep the door open so affected communities can be a part of Governing Board decisions

Roi-Martin proposed that the CCV Workgroup will regularly bring pertinent meeting items to the Governing Board table.

Shelley provided engagement strategy updates, which included:

- Community Learning Sessions – attendees felt they were not being heard
- Proposal: provide small grants to community groups who can collect feedback. This method reaches people where they are, and provides culturally appropriate outreach.
- Equity Impact Assessment Tool – ensures an evaluation of impact at the forefront of planning stages. Design Teams have been asked to complete steps 1 and 2 thus far.
 - Updates to the draft tool:
 - (p.1) Adding Organizational Development (e.g., protocols, hiring, implementation, etc.) under Public Outreach
 - (p.2) Tribes will be added as a distinct population
 - There is a separate Toolkit Instructions document

This is important work, and as such the CCV Workgroup requested a budget in the future.

Betsy moved for a resolution to adopt the use of the Equity Impact Assessment Tool. All in favor, none opposed.

Marya and Tizzy noted that receiving feedback and doing community engagement work is an ongoing learning process. They provided the following questions for meeting attendees to discuss and report back on:

- 1) Where have you seen/been involved in authentic community engagement?
- 2) Reflect on the question 1 discussion. How/what can we learn from that? How can we incorporate these principles into ACH community engagement work?

Wrap-Up

Betsy requested that attendees please submit meeting feedback forms. She thanked everyone for attending and providing so much food for thought, and closed the meeting by sharing that the Governing Board's next meeting is scheduled for Monday, July 17.

Betsy motioned to adjourn, which was seconded.