



## Governing Board Meeting Summary

March 7, 2018, 1:00 p.m. – 4:00 p.m.

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

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*Members Present: 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), Shelley Cooper-Ashford (Center for Multicultural Health), Steve Daschle (Southwest Youth and Family Services), Ceil Erickson (Seattle Foundation), Patty Hayes (Public Health), Marissa Ingalls (Coordinated Care), David Johnson (Navos), Cathy Knight (Seattle Aging and Disability Services), Betsy Lieberman (Betsy Lieberman Consulting), Daniel Malone (Downtown Emergency Service Center), Jeff Sakuma (City of Seattle), Erin Sitterley (Sound Cities Association), Elizabeth Tail (delegate for Steve Kutz, Cowlitz Indian Tribe), Sherry Williams (Swedish Medical Center)*

*Members Not Present: Teresita Batayola (International Community Health Services), Sybill Hyppolite (SEIU1199NW), Esther Lucero (Seattle Indian Health Board), Jihan Rashid (Somali Health Board), Giselle Zapata-Garcia (Latinos Promoting Good Health)*

*Staff: Marya Gingrey, Thuy Hua-Ly, Abriel Johnny, Susan McLaughlin, Gena Morgan, Kelsey Robinson, Lisa Watanabe (HealthierHere), Christina Hulet (Hulet Consulting)*

*Guests: Tracy Adair (King County DCHS), Samantha Anderson (United Healthcare), Angelique Cardon (United Healthcare), Laura Johnson (United Healthcare), Hani Mohamed (Community Health Plan of Washington), Semra Riddle (Sound Cities Association), Raleigh Watts (Country Doctor Community Health Centers)*

## Welcome & Introductions

Betsy Lieberman (*Betsy Lieberman Consulting*) welcomed everyone and brief introductions were made by the board and public. She reviewed the meeting goals/agenda and opened the floor for public comment. No public comment was made.

The board reviewed and approved the 2/7 meeting minutes with no revisions.

Abstentions: Patty Hayes (*Public Health*), Cathy Knight (*Seattle Aging and Disability Services*), Betsy Lieberman, Elizabeth Tail (*Cowlitz Tribal Health*), Sherry Williams (*Swedish Medical Center*)

Ingrid Ulrey (*Public Health*) updated the board on a recent proviso from King County that is looking for opportunities to provide better health coverage for underinsured citizens. There are five viable options to move this work forward. Discussions about cost and scope are underway. A report will be brought to the Council in June. It was requested that an update on the proviso be provided at the July board meeting.

## Board Business

### Executive Director Report



**Report to City of Seattle:** Susan Mclaughlin (*HealthierHere*) and Jeff Sakuma (*City of Seattle*) provided an overview of HealthierHere's (HH) work for the Seattle City Council's Housing, Health, Energy and Worker's Rights Committee.

**Hiring:** We are pleased to announce that Abriel Johnny has joined the HH team as our new Community and Tribal Engagement Manager (Tribal focus).

**Community Webinar:** Our first 2019 Community Webinar had over 90 participants. HH will continue to host quarterly informational webinars to keep partners informed of HH's work.

**ACH's Joint Request:** On February 19, the ACHs released a joint Request for Proposals (RFP) to solicit expertise to assist all nine ACHs in identifying and implementing statewide solutions in technology and sustainability. The ACHs received 4 proposals in response. Proposal review is underway.

## Approval of 2019 Investment Strategy

Thuy Hua-Ly (*HealthierHere*) reviewed the "2019 Investment Strategy Recommendation" slide deck. She reminded the board that the funds under discussion are the 2019 funds for Medicaid providers only. There will be a separate discussion about the Community Based Organization (CBO) investment strategy.

Twenty-three investment options were tested and prioritized based on HH's values and pay for performance (P4P) metrics. This resulted in a list of 12 investments that scored above the 50<sup>th</sup> percentile and promote systems and tools for providers to enhance patient care, support data sharing, and address provider training and technical assistance (TA) needs.

Through this process the following investment principles were identified:

- Clinical and community partners co-design and implement
- Informed by consumer voice and experience
- Benefits Medicaid beneficiaries and improves outcomes
- Investments are used to seed and catalyze innovation
- Engage with payors early to identify value-based payment opportunities
- Providers are paid for progress and performance

The board was reminded that to accomplish everything we would like to do in 2019 we need to strategically stage and phase our investments. Susan reviewed the "marathon/sprint" approach. Some of our investment strategies to "Strengthen Foundational System, Infrastructure and Capacities" or "Co-design Integrated Models to Enable Whole Person Care" will take time (marathon); while others will support quick tests of innovation (sprints).

Thuy reviewed the budget information for the 2019 Investments. A general work plan was established for each investment strategy. Key activities and deliverables were identified and costs were scoped. About \$5.7M is available to support clinical partners in developing foundational systems, tools and skills to integrate population health approaches into practices and successfully transition to value-based care. \$1M will be available to convene clinical and community partners to co-develop blueprints for system-wide integrated care. Another \$2.7M will be available to support partners to test innovative care models that improve community-clinical linkages and achieve outcome metrics.



Next steps include: developing and finalizing investment workplans; defining criteria and processes to support provider pay-for-progress and performance; creating and sending contracts to partners; and monitoring and reporting progress of investment workplans. Thuy and the Finance Committee (FC) are prepared to regularly review the 2019 budget and adjust for any under/over-spending.

The board expressed some concern around investments that are provider-driven and how smaller organizations will be able to continue to participate or support transformation efforts. HH is working to create dashboards and effective mechanisms to track and provide reports/updates on the work. The committees will have the opportunity to “dig-deeper” and course correct as needed. There was a request to continue to lean into the Community & Consumer Voice Committee (CCV) to identify those missing from the process.

Thuy briefly reviewed the decision memo. The FC, in partnership with the CCV, Transformation Committee (TC), and Performance, Measurement & Data Committee (PMD), requested that the board approve HH’s 2019 investment strategies. They believe that these investments will set our region on a path toward transformation and lay the foundation to achieve our overall goals.

The 2019 Investment Strategy decision memo was approved with no revisions or abstentions.

## Governance

Christina Hulet (*Hulet Consulting*) took a moment to ask the board if they felt adequately prepared to take a vote on the Updated Bylaws decision memo. The board received the decision memo 3 business days before the meeting (instead of 5) but felt that they had adequate time to review. The operating agreement was approved by the Executive Committee (EC) in February. Originally, we had an LLC agreement with Seattle Foundation (SF) that was approved by the Interim Leadership Council. In consultation with legal counsel, we decided to separate the organizational bylaws from the SF operating agreement to allow more flexibility to amend our bylaws without requiring the approval of SF. New language was added to several sections to better reflect and clarify the board’s current operations. The bylaws can be amended, or new bylaws can be adopted by a two-thirds majority vote of the board. The EC recommended that the board approve these changes. The motion was approved with no revisions.

## ACH Participant Survey Results

Gena Morgan (*HealthierHere*) reviewed the “HealthierHere ACH Participant Survey: 2018 Results” slide deck. For the past 4 years, the Center for Community Health & Evaluation (CCH) has conducted an annual survey of regional stakeholders engaged with their ACH on behalf of the Health Care Authority. The purpose is to support our learning and self-improvement, and not intended to be a “report card.” Overall, HH received positive feedback and scored higher on average. HH will be highlighted in the state-wide CCH report for our Community Engagement work. Some opportunities for improvement include more effective communication to the broader community about ACH mission and activities, clearly defined roles and responsibilities for ACH members, and agreement on how to sustain the regional collaborations beyond the period of Medicaid Transformation.

### Responses from the Board:

- We may have scored higher if more board members had participated. Board members may not have participated as strongly as in past surveys because we feel things are going well.



- How can we be more transparent in our communications?
- There was a request for an “elevator pitch” with tangible items.
- There was a request for simple ways to help board members be aware of the work of the CCV and other committees (e.g. “spotlight” on meeting agendas).
- There was a request for a dashboard to assist the board in tracking/understanding progress in the work.

Shelley Cooper-Ashford (*Center for Multicultural Health*) invited the board to “A Report Back on our Consumer Voice Listening Project” the evening of April 16. Community leaders will share their experience related to gathering information from community members through the HH Community Small Grants Program. This is an opportunity to hear lessons learned about community engagement and key community take-aways.

### CBO Partner Selection Update

Marya Gingrey (*HealthierHere*) updated the board on the process of selecting community-based organization (CBO) partners. In November 2018 “Community Partner Information Sessions” were launched. These sessions served to share about HH’s work, connect to, and learn from partners. HH made numerous connections and saw collaborations amongst partners begin. HH invited each organization that attended an information session to fill out an interest form. HH received 97 interest forms and about 50 organizations indicated an ability to impact MTP performance metrics.

HH will launch a “Community Partner Assessment” and invite partners that have the greatest likelihood of impacting the performance metrics to participate. The assessment will help determine potential community partner capacity and readiness for partnership with HH. Community partners will have the opportunity to identify strategies to improve health outcomes via the Community Partner Summits. HH will also host a combined Community and Clinical Partner convening to promote collaboration and shared learning. After receiving assessments, HH will invite community partners best positioned to impact the portfolio to complete an “innovation plan.” From there, HH will select community partners and begin contract negotiations.

The meeting was adjourned.

**Next Meeting:** Thursday April 4, 2019 from 1pm-4pm at PacTower – 1<sup>st</sup> floor Training/Event Space: 1200 12<sup>th</sup> Ave S. Seattle, WA 98144