



Governing Board Meeting Summary

April 4, 2019, 1:00 p.m. – 4:00 p.m.

PacTower - 1200 12th Ave S. Seattle, WA 98144

Members Present: Elizabeth “Tizzy” Bennett (Seattle Children’s Hospital), Roi-Martin Brown (Washington Community Action Network), Kristin Conn (Kaiser Permanente Medical Group), Shelley Cooper-Ashford (Center for Multicultural Health), Steve Daschle (Southwest Youth and Family Services), Ceil Erickson (Seattle Foundation), Leo Flor (King County Department of Community & Health Services), Marissa Ingalls (Coordinated Care), David Johnson (Navos Mental Health Solutions), Cathy Knight (Seattle/King County Aging & Disability Services), Betsy Lieberman (Betsy Lieberman Consulting), Victor Loo (Asian Counseling & Referral Service), Esther Lucero (Seattle Indian Health Board), 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), Ingrid Ulrey (delegate for Patty Hayes, Public Health – Seattle & King County), Raleigh Watts (Country Doctor Community Health Centers), Sherry Williams (Swedish Medical Center)

Members Not Present: Elise Chayet (Harborview Medical Center), Sybill Hyppolite (SEIU1199NW), Giselle Zapata-Garcia (Latinos Promoting Good Health)

Staff: Marya Gingrey, Myani Guetta, Thuy Hua-Ly, Abriel Johnny, Michael McKee, Susan McLaughlin, Gena Morgan, Kelsey Robinson, (HealthierHere)

Guests: Samantha Anderson (United Healthcare), Carolyn Bonner (Highline Medical Center), Dave Budd (Full Life Care), Molly Carney (Evergreen Treatment Services) Laurel Lee (Molina), Jay Marshall (PHSKC), Hani Mohamed (Community Health Plan of WA), Marguerite Ro (PHSKC)

Welcome & Introductions

Esther Lucero (Seattle Indian Health Board) opened the meeting and welcomed everyone. Co-chair, Betsy Lieberman (Betsy Lieberman Consulting) reviewed the meeting agenda and objectives which were to: (1) approve Governing Board appointments for the April 2019 wave of new terms, (2) learn about the latest developments in HealthierHere’s community engagement work, and (3) discuss the current landscape and risks for behavioral health providers in our region. As we transition into spring, Esther asked that board members reflect and share a personal “new beginning.” Brief introductions were made by the board and public.

Community Voice & Public Comment

No public comment was made.

Governance – Board Appointments

Betsy chose to move the board appointments up the agenda so new board members could fully participate in the rest of the meeting. Board members, Roi-Martin Brown (WA Community Action Network), Elise Chayet (Harborview Medical Center), Kristin Conn (Kaiser Permanente Medical Group), Patty Hayes (Public Health – Seattle & King County), and Jeff Sakuma (City of Seattle) were up for re-appointment. Per HealthierHere’s (HH’s) bylaws existing members can be re-appointed for a second,



three-year term.

The re-appointments were approved via consent agenda.

Abstentions: Leo Flor (*King County Department of Community & Health Services*), Victor Loo (*Asian Counseling & Referral Service*), Raleigh Watts (*Country Doctor Community Health Centers*)

New Appointments

King County Seat

In October 2018 board member Adrienne Quinn resigned from the board, creating a vacancy in the King County government seat. The Executive Committee (EC) recommended the board approve the county's nomination, Leo Flor, to the board. Leo briefly shared about his experience and why he was excited to join the board.

Behavioral Health Provider Seat

Board member Molly Carney (*Evergreen Treatment Services*) was appointed to a two-year term in April 2017. She chose not to seek a second term, creating a vacancy in one of three behavioral health provider seats. The EC recommended the board approve the King County Behavioral Health Providers Association's (KCBHPA) nomination, Victor Loo. Victor briefly shared about his experience and why he was excited to join the board.

Federally Qualified Health Center Seat (FQHC)

Board member Teresita Batayola (*International Community Health Services*) was appointed to a two-year term in April 2017. She chose not to seek a second term, creating a vacancy in the FQHC seat. The EC recommended the board approve the Community Health Council's (CHC) nomination, Raleigh Watts. Raleigh briefly shared about his experience and why he was excited to join the board.

The three nominees stepped out of the room while the board briefly discussed their applications.

The board voted to approve Leo Flor to the King County seat with no abstentions.

The board voted to approve Victor Loo to the behavioral health provider seat with no abstentions.

The board voted to approve Raleigh Watts to the FQHC seat with no abstentions.

The board welcomed back the new members.

Board Business

The board reviewed the March minutes. Raleigh Watts was added to the March guest list and the Seattle City Council's Housing, Health, Energy and Worker's Rights Committee was mistakenly referred to as the "City of Seattle's Housing, Health, Energy and Worker's Rights Committee".

The minutes were approved.

Abstentions: Leo Flor, Victor Loo, Raleigh Watts



Executive Director's Report

Key Successes: HH received full credit for the second Semi-Annual Report and earned an additional \$17,800,516 for the region.

HH is participating in a new partnership between HH, Public Health – Seattle & King County and the University of Washington that will leverage organizational data collected for the Medicaid Transformation Project (MTP) to evaluate the effects of behavioral integration on outcomes for Medicaid beneficiaries.

Works in Progress: Since the board has approved the 2019 Investment strategy, HH has been working across committees to develop progress metrics for Practice Partners.

The Finance team and Equity & Engagement team have been working with community partners to register Community Based Organizations (CBOs) in the Financial Executor portal. As community partners complete specific deliverables, the finance team is readying contracts to make payments to partners.

HH and the Transformation Committee (TC) will be working together over the next few months to identify tests of innovation, with hopes of funding tests by July 2019.

Top priorities over the next few months for the Performance, Measurement & Data Committee (PMD) and HH's Data team is to develop dashboards to be used by the board and committees to monitor implementation and progress.

The board took a break.

Community Engagement

Prior to the Community Engagement Update, Susan let the board know that Jihan Rashid resigned her position with the Somali Health Board and therefore is resigning from the HH Governing Board. The Somali Health Board will have a choice to send a representative to finish out Jihan's term. If they choose not to finish the term, an application will be opened because the seat is designated as "open".

Marya Gingrey (*HealthierHere*) reviewed the "Community Engagement Update" slide deck. As of March 2019, 9 community information sessions (+2 sessions via webinar) have been hosted, Community Partners were sent a brief interest form to better understand what they do and gauge their interest in the work, and partners have been invited to complete an assessment that will help determine their capacity and readiness to partner with HH.

Some of the key priorities of HH's engagement approach is to lead with equity, use the equity tool as a foundation for all projects, lean into and recognize community as experts, provide community members what they need to engage in HH's work organically and not co-opt efforts that are already working.

Community Partner Summits were conducted on 3/28 and 4/3 to create an opportunity for Community Innovation and potential practice partners to develop community identified strategies to address the transformation work. The summits were well received, and many individuals were excited to see work that had begun several years ago come to fruition.



The responses to the Community Partner Assessment are due 4/24. HH is continuing to develop the Community Partner Innovation Plan, a Community Partner investment Strategy and a joint Community and Clinical Partner Summit will convene in June. We are working with our communications team to develop a strong communication plan for our Community Partners.

Marguerite Ro (*PHSKC*) reviewed the slide deck “Getting to Equity Measures”. The purpose of the presentation was to set the foundation for a discussion on the criteria for a set of equity measures at the May board meeting. Thus far, the board has approved an equity definition and guidelines which will guide this work. Via various assessments, surveys and community forums we have a good understanding of who the Medicaid population is, the needs/capacities of community-based organizations (CBOs), what services are being used, data describing opportunities to improve population health and community defined priorities. Marguerite described some of the existing dashboards. HH would like to set up an “Equity Dashboard” to provide visibility and accountability to its Equity Guidelines, measure the impact of transformation efforts, and have the ability to acknowledge areas that need improvement.

The board took a moment to write down their thoughts to the question: “What is our high-level purpose for having equity measures?” Marguerite will synthesize the responses and summarize at the next board meeting. The board will define the purpose for equity measures, determine the measure selection criteria, review and provide input on measures and approve the final set of equity measures. HH will also convene an Equity Measures Workgroup that will use the criteria to identify potential equity measures, gather feedback from committees and develop a recommended set of equity measures. HH hopes to approve the set of equity measures at the August board meeting.

Context & Risks to the Behavioral Health Sector

Molly Carney (*Evergreen Treatment Services*) presented the “Medicaid Behavioral Health Services in King County” slide deck. There are significant challenges facing the behavioral health (BH) sector including large changes to payment structures, infrastructure requirements, and staffing. There are about 30 BH providers in King County, of which about 20 are able to provide both mental and substance use disorder treatment.

BH providers often become medical homes even without primary care services. Their patients typically have multiple stressors that need intervention and are often relying on non-medical staff (social workers and case managers) to address them. They also face challenges in recruiting and retaining staff, particularly staff that can care for more complex patients. This requires a lot of flexibility around service models to ensure people can be served. Furthermore, because the way services are bundled and billed there are many services the BH providers are providing but cannot receive reimbursement for.

There is significant fear that the changes in payment structures for the BH providers will reduce the reimbursement rates and delay reimbursements, which will be challenging for organizations used to receiving reimbursements weekly. The infrastructure requirements also pose a challenge because there is an increased need for administrative staff.

Some ways HH can help is to advocate for BH providers at state and county levels, help providers navigate contracts with MCOs and help ensure equity and parity on case rates vs. primary care. A potential innovation would be incentivizing treating the most challenging patients and enhancing payment rates for providing quality care. Molly also shared the article [“How a new UW teaching hospital might help](#)



[Washington state's mental-health crisis](#) for more context.

A couple announcements were made:

- The Executive Committee (EC) will provide some clarity around advocacy/educating/lobbying.
- The May board meeting was moved to the Seattle Foundation.
- The June board meeting was cancelled in lieu for an all-day board equity training at the Northwest African American Museum.
- The Center for Multi-Cultural Health and HH are hosting "The Community Speaks: A Report Back on our Consumer Listening Project" on 4/16 (5pm-8pm) at the New Holly Gathering Hall.

The meeting was adjourned.

Next Meeting: Thursday May 2, 2019 from 1pm-4pm at Seattle Foundation: 1601 5th Ave. Suite 1900, Seattle, WA 98101