

**Public Hospital District #2**  
**Board Special Meeting Agenda**  
**JUNE 17, 2016**  
**12:00 to 4:30 PM**  
**Verdant Community Wellness Center**

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|----|--|---|---------------|
| 1. | Call to order & lunch served   |   | 12:00 - 12:30 |
| 2. | Executive Search discussion  |   |               |
|    | - Full board discussion with executive search firm                   | Waldron   | 12:30 - 1:30  |
|    | - 1x1 meetings with board members                                    |   | 1:30 - 2:00   |
| 3. | Verdant Strategic Plan review and updates. Discussion about:         | George Kosovich                                 | 2:00 - 2:45   |
|    | - F1&F2: sustainability & alignment                                  |   |               |
|    | - D2: establish stronger connections with healthcare providers       |   |               |
| 4. | Break  |   | 2:45 - 3:00   |
| 5. | Presentation on Senior Services program and possible expansion       | Senior Services of Snohomish County             | 3:00 - 3:30   |
| 6. | Discussion about expanded role of nursing and health studies interns | University of Washington Bothell: Clair Fraczek | 3:30 - 4:00   |
| 7. | Executive Session<br>-Discuss potential property acquisition         | Carl Zapora                                     | 4:00 - 4:10   |
| 8. | Open Commissioner discussion   | Commissioners                                   | 4:10 - 4:30   |

# Strategic Plan 2016-2019

## *at a glance*



**Mission:** To improve the health and well-being of our community.

**Vision:** To be a sustaining public resource improving the health and well-being of South Snohomish County, collaboratively and creatively working to meet the needs of our community.

### Community Program Goal: Long-term Prevention

#### A. Increase Mental Health & Decrease Adverse Childhood Experiences (ACEs)

1. Identify key family & youth risk factors for improvement
2. Identify, invest in new evidence-based prevention programs and initiatives
3. Evaluate funded programs, determine adjustments

#### B. Reduce Childhood Obesity

1. Measure & track community-level childhood obesity results
2. Evaluate funded programs, determine adjustments

#### C. Create Long-term Improvements that Support Healthy Lifestyle

1. Explore indoor rec facility (study complete)
2. Expand active transportation & recreation opportunities

### Community Program Goal: Treatment/Access to Healthcare

#### D. Improve Treatment/Access to Healthcare

1. Identify & support capacity improvements for behavioral health system
2. Establish stronger connection with healthcare providers
3. Explore Geriatric Center for Excellence
4. Evaluate funded programs, determine adjustments

#### E. Improve Dental Care Access

1. Increase dental patient visits for uninsured residents
2. Decrease area emergency room visits from dental causes

*continued...*

# Strategic Plan 2016-2019

## *at a glance*

### Verdant Organizational Goal

#### **F. Strategic Alignment**

1. Develop sustainability strategy for large grants
2. Ongoing assessment of current programs for alignment

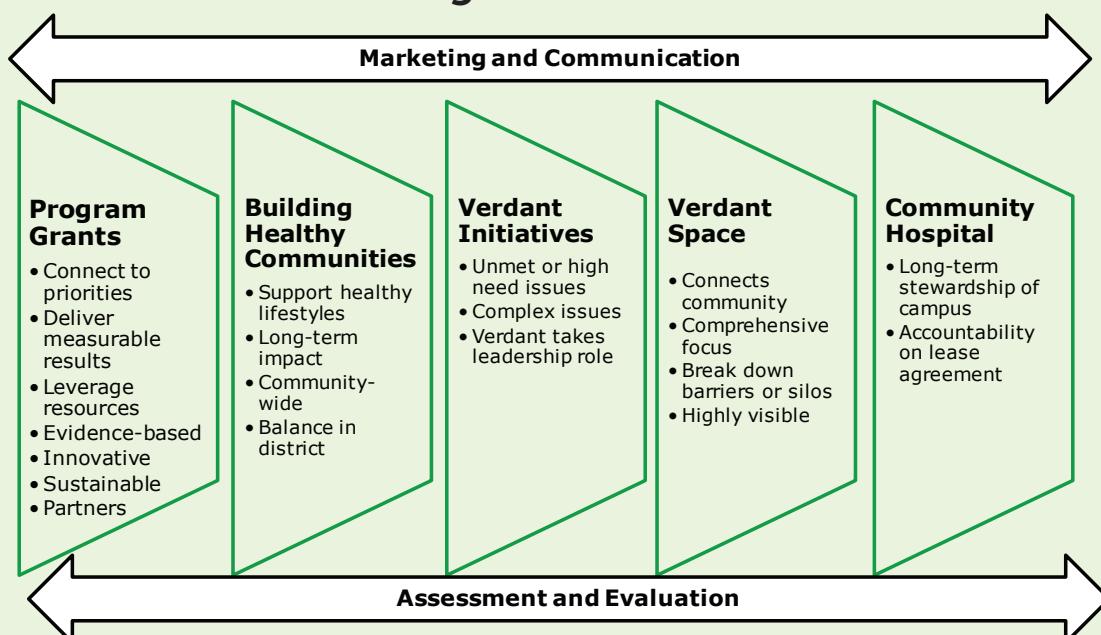
#### **G. Community Need Data**

1. Identify community data measures tied to Verdant Strategic Plan
2. Identify broad community health metrics and collect data for district
3. Consider piloting neighborhood-based focus groups and/or community meetings

#### **H. Financial Reserves & Investments**

1. Financial reserve approach to determine mix of cash vs. real estate
2. Evaluate, determine direction of Value Village development options

### Strategic Framework



## F: Verdant Organizational Goals

1. Develop sustainability strategy for large grants
2. Ongoing assessment of current programs for alignment

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### Different Definitions of Sustainability

- A. Clear plan to continue without further Verdant funding
- B. Path to stepped-down funding from Verdant and program continues
- C. Program or organization has internal resources/capacity to dedicate to program
- D. Program is structured as a pilot or without expectation of further funding
- E. Program has broad mix of funding, and/or solid opportunities for future funding leverage

### Top 10 Verdant multi-year grants

|    |   | 2016      | 2017      |
|----|---|-----------|-----------|
| 1  | Senior Services of Snohomish County Center for Healthy Living | \$560,240 | \$560,240 |
| 2  | Edmonds School District Move 60!                              | \$518,637 | \$354,857 |
| 3  | Fire District 1/Lynnwood Fire Community Paramedic             | \$344,000 | \$344,000 |
| 4  | Edmonds School District Student Support Advocate              | \$310,586 |           |
| 5  | CHC of Snohomish County Behavioral Health Integration         | \$300,000 | \$25,000  |
| 6  | ChildStrive Nurse Family Partnership                          | \$280,000 | \$280,000 |
| 7  | Therapeutic Health Services Youth Behavioral Program          | \$200,000 | \$100,000 |
| 8  | Center for Human Services Youth Counseling                    | \$165,000 | \$165,000 |
| 9  | Compass Health Crisis Prevention & Integration Program        | \$144,435 | \$222,870 |
| 10 | Senior Services of Snohomish County Care Coordination         | \$135,000 |           |

### Examples

1. Senior Services of Snohomish County Center for Healthy Living:
  - Largest annual grant—includes new leased space and a 5-year funding commitment
  - Leverages significant funding sources for programming: \$2.8 million
  - No clear path to continue without Verdant funding and to increase services, additional Verdant funds likely required
2. Move 60!
  - Verdant major \$ funder, school district provides infrastructure and some admin support, has received smaller grants
  - No clear path to continue without Verdant funding and to increase services, ongoing Verdant funding required
3. Community Paramedic Program
  - Verdant sole \$ funder, fire departments provide infrastructure and program supervision
  - Possibility of ACH/transformation funding, but not yet clear
  - No clear path to continue without Verdant funding; although fire departments could use their own resources

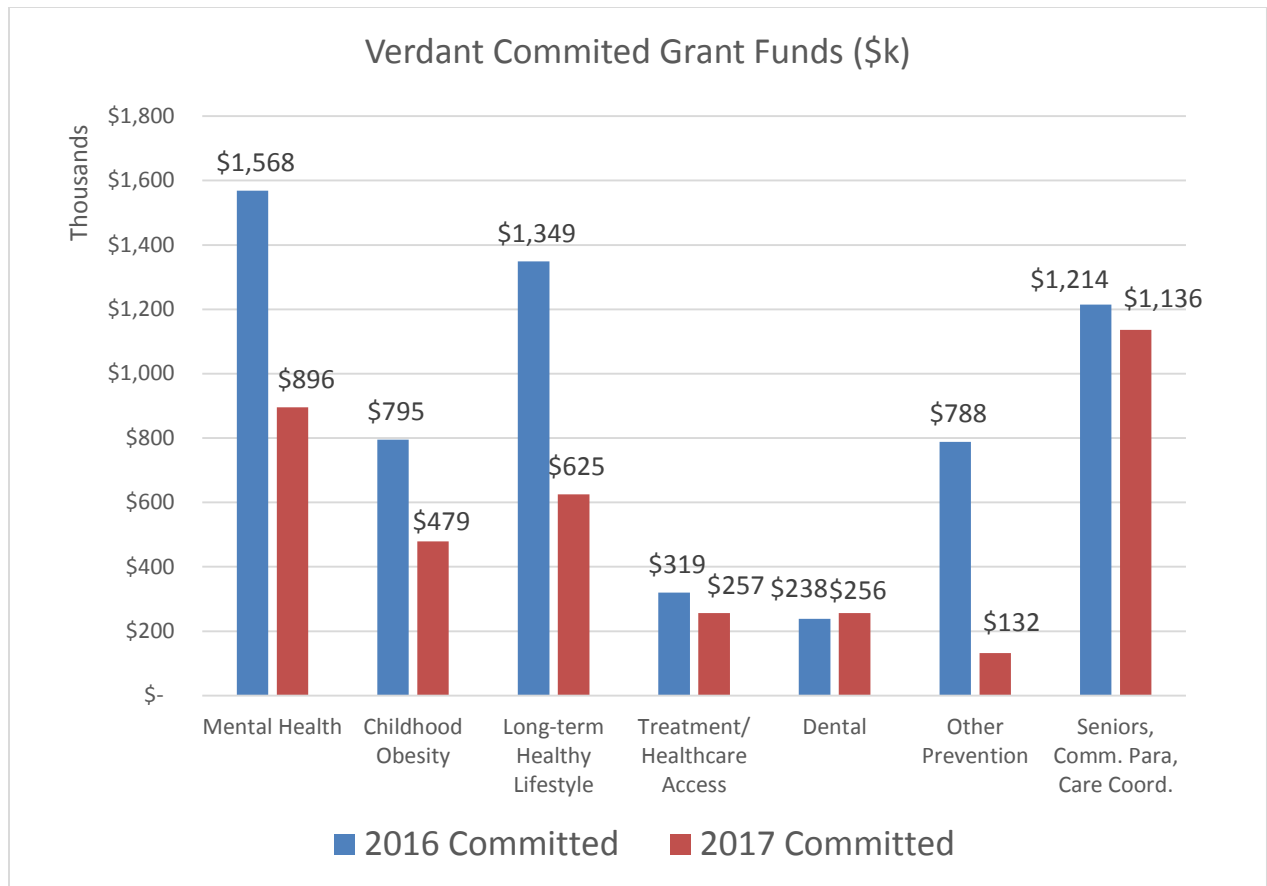
### **Summary Thoughts on Sustainability**

- Many programs are new, starting-up because of Verdant funding.
- Verdant often seeks to fund gaps in services: ex. CHS counseling program that serves mostly non-Medicaid eligible youth, CHC dental program. By definition, choosing to address gaps means programs are less sustainable.
- Multiple organizations working together complicates expectations, promise of cost savings from one organization to healthcare providers hard to prove.
- Popular and visible programs build constituencies.
- Funding expectations up front are helpful.
- Does not have to be an “all or nothing” discussion.
- Public entity grant recipients have their own unique challenges (limited funding, other mandates, salary/union structure).
- Sometimes hard to separate sustainability discussion from other criteria (ex. program effectiveness).

### **Board Member Discussion Questions for Today:**

1. Do you have ideas or thoughts on our approach with existing large grant-funded programs?
  - a. Ongoing board presentations;
  - b. Address funding requests as they come up for renewal and we discuss other program considerations;
  - c. Make sure programs are a good fit up front and expectations for ongoing funding are clear.
2. Are there other sustainability considerations you would like us to explore or include?

## Ongoing Assessment of Current Programs for Alignment



### Programs that are not Tightly Aligned to Verdant Strategic Plan

- Early intervention services for young children
- Disease/condition specific prevention and management programs
- Programs serving individuals with disabilities
- General safety and prevention programs: ex. CPR, fire prevention, swim lessons

| Ongoing "Other Prevention" Programs            | 2016      |
|--|-----------|
| 3rd Grade Swim Lessons                         | \$ 50,000 |
| Alzheimer's Association                        | \$ 86,510 |
| American Red Cross CPR Training                | \$ 7,500  |
| Brain Injury Alliance Support Program          | \$ 42,500 |
| Cascade Bicycling Club Advanced Basics         | \$ 32,000 |
| Korean Women's Association Everyday Prevention | \$ 60,000 |
| EdCC Student Health & Wellness Program         | \$ 29,847 |
| Kinderling Early Intervention                  | \$ 67,500 |
| MRC Training Program                           | \$ 10,100 |
| PEPS   | \$ 35,850 |
| Puget Sound Kidney Center                      | \$ 45,833 |
| Seattle Visiting Nurses Flu Vaccines           | \$ 19,671 |
| Alpha Supported Living (formerly Smithwright)  | \$ 65,000 |
| American Diabetes Association                  | \$ 25,000 |
| Wonderland Development Center                  | \$ 90,000 |
| American Red Cross Family Fire Prevention      | \$ 5,000  |

#### Goals of Funding Alignment

- Focus efforts on highest priority issues
- Maintain focus to achieve long-term change
- Balance alignment with flexibility to address emerging issues and support effective programs

## D2: Stronger Connections to Healthcare Providers

### Strengths

- Broad partnerships, comprehensive programs
- Programs complementary, rather than competitive
- 2-1-1 for basic needs and tough to serve patients
- Positive associations with funded programs
- Connected to providers with education programs (ex. Swedish, Pac Med)

### Weaknesses

- Lack of clear and consistent referral path for programs for “average” patient
- Do not have a feedback loop to providers
- Data not integrated
- Disconnected from insurance and billing systems
- Lack of regional scale, including limited geography

### Opportunities

- 2-1-1 network and database
- Behavioral health & dental
- Payment reform/transformation to include social determinants
- ACH/ACOs/AHC
- Technology

### Threats

- Healthcare providers building out wellness and education (i.e. “we’re already doing that”)
- Insurance and practice silos
- Individual provider information overload

## Verdant Opportunities Under Exploration

- Evidence-Based Chronic Disease Management Programs, including peer-led programs
- Community Health Workers
- Health Coaching
- More targeted provider outreach, including targeted marketing materials

## Board Member Discussion Questions for Today

1. What are your thoughts on opportunities to explore?
  - a. Populations?
  - b. Program or topic areas?
  - c. Approaches?